

Benchmark City Survey - 2014 Data

Section A: City and Department Demographics

Please refer survey questions or comments to Chris Kostelac, Support Services Section Captain
Overland Park Police Department, chris.kostelac@opkansas.org or 913-327-6989.

Background

The Benchmark City Survey was originally designed in 1997 by a core group of Police Chiefs from around the country. These Chiefs sought to establish a measurement tool to help ensure their Departments were providing the best service possible within their respective community.

The survey provides a wide range of information about each Department. With that information, the participating agencies can set better goals and objectives, and then compare their performance in the various areas.

The Overland Park, Kansas Police Department has taken the lead in compiling the survey results, and makes the final Benchmark City Survey Report available to all participants at an annual Chief's Summit hosted by participating agencies on a rotating basis. This year the conference is being held in Lakewood, CO.

2014 Participating Agencies

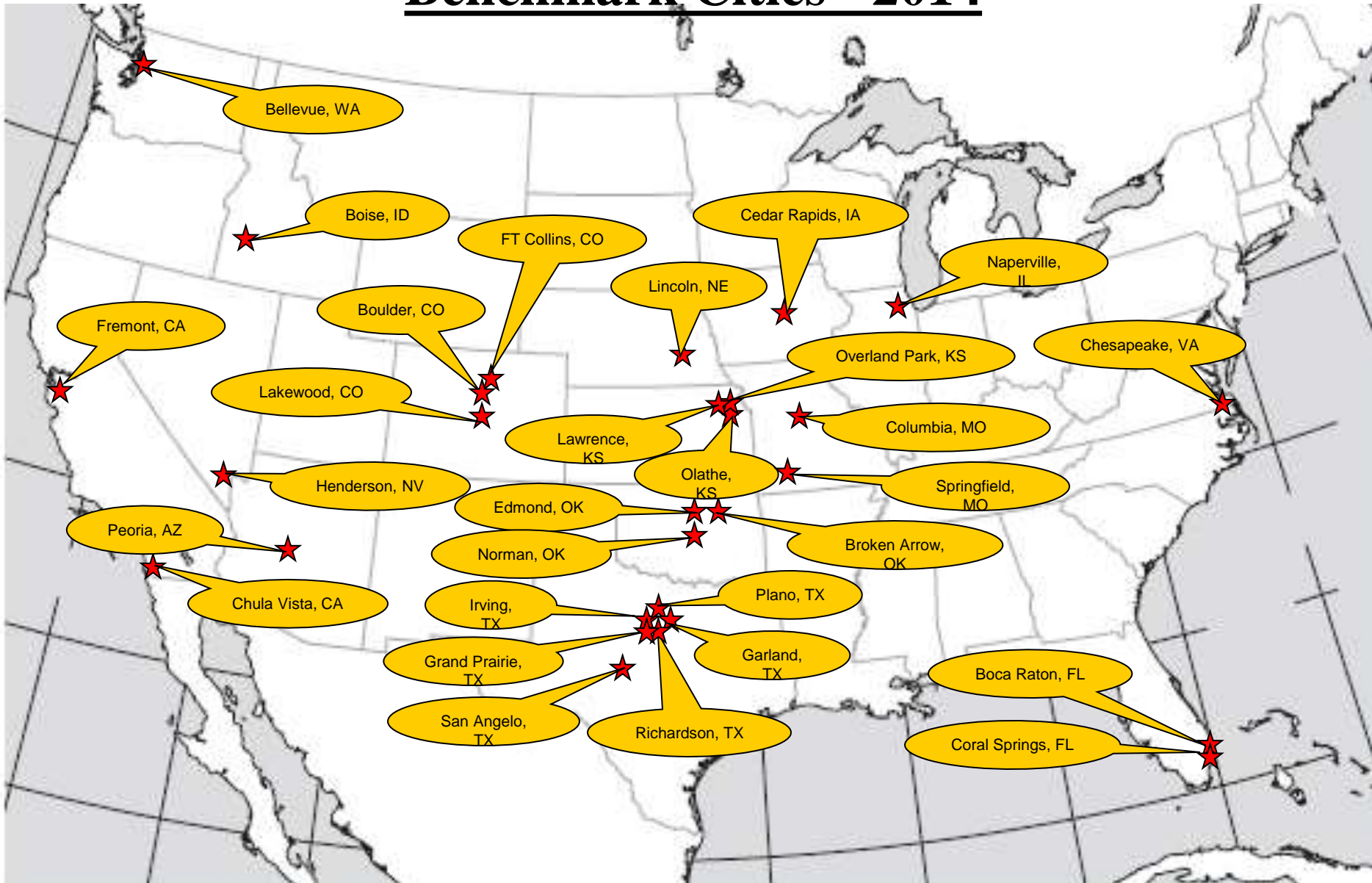
Bellevue, WA – Steve Mylett
Boca Raton, FL - Daniel C. Alexander
Boise, ID – William Bones
Boulder, CO – Greg Testa
Broken Arrow, OK – David Boggs
Cedar Rapids, IA – Wayne Jerman
Chesapeake, VA - Kevin L. Wright
Chula Vista, CA - David Bejarano
Columbia, MO – Kenneth M. Burton
Coral Springs, FL – Tony J. Pustizzi

Edmond, OK - Bob A. Ricks
Fort Collins, CO – John Hutto
Fremont, CA – Richard Lucerno
Garland, TX - Mitch Bates
Grand Prairie, TX – Steve Dye
Henderson, NV – Patrick Moers
Irving, TX - Larry Boyd
Lakewood, CO - Kevin Paletta
Lawrence, KS - Tarik Khatib

Lincoln, NE – Jim Peschong
Naperville, IL – Robert W. Marshall
Norman, OK – Keith Humphrey
Olathe, KS – Steve Menke
Overland Park, KS – Frank Donchez
Peoria, AZ – Roy W. Minter Jr.
Plano, TX - Gregory W. Rushin
Richardson, TX – Jim Spivey
San Angelo, TX - Tim R. Vasquez
Springfield, MO - Paul Williams

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Benchmark Cities - 2014

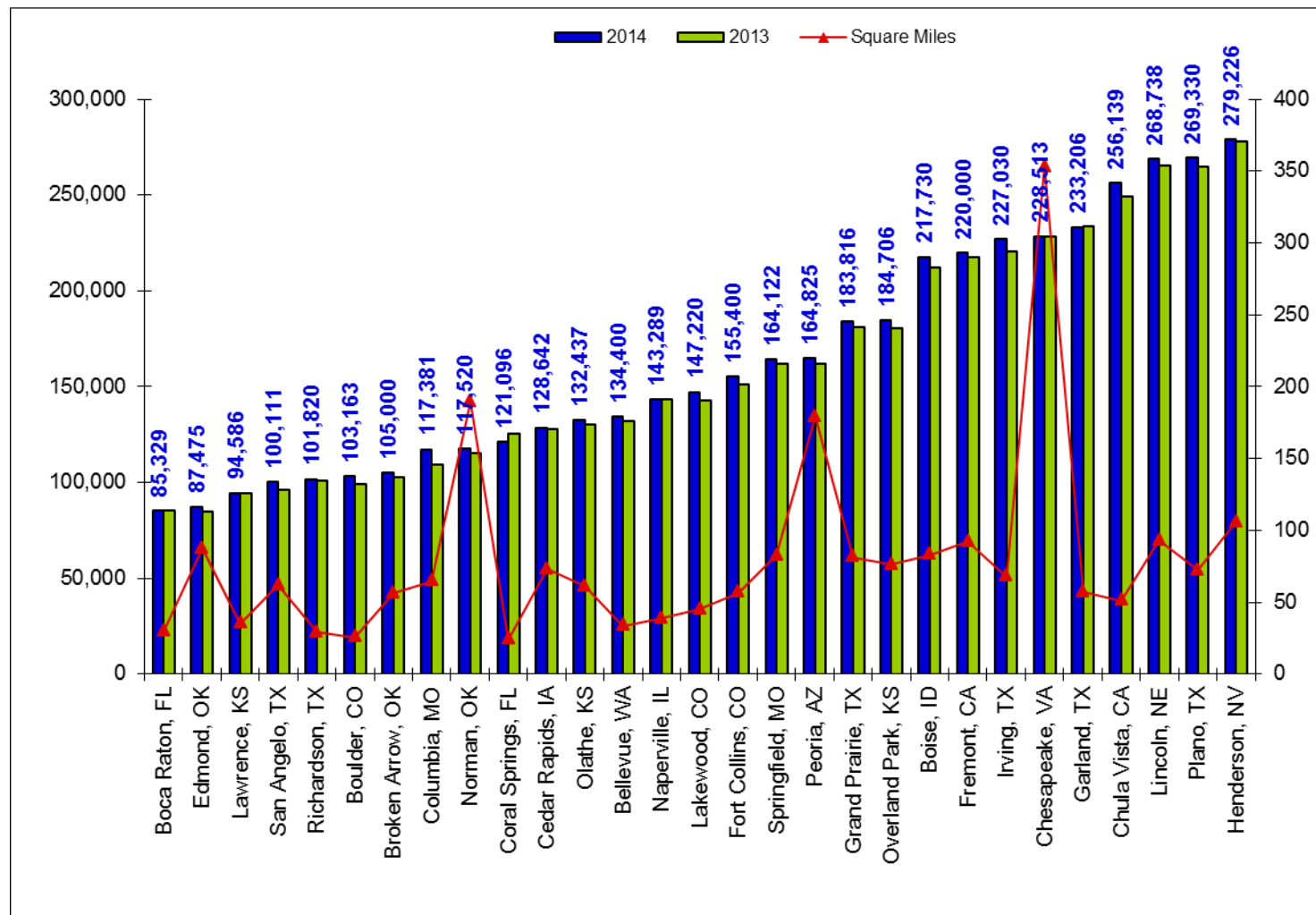


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Benchmark City Survey - 2014 Data

City Size (Population), 2-Year Comparison

2014 Average Population is 164,560 - 2014 Median Population is 147,220



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Benchmark City Survey - 2014 Data

Comparison by City Size (Population), 5-Year Comparison

2014 Average Population is 164,560 - 2014 Median Population is 147,220

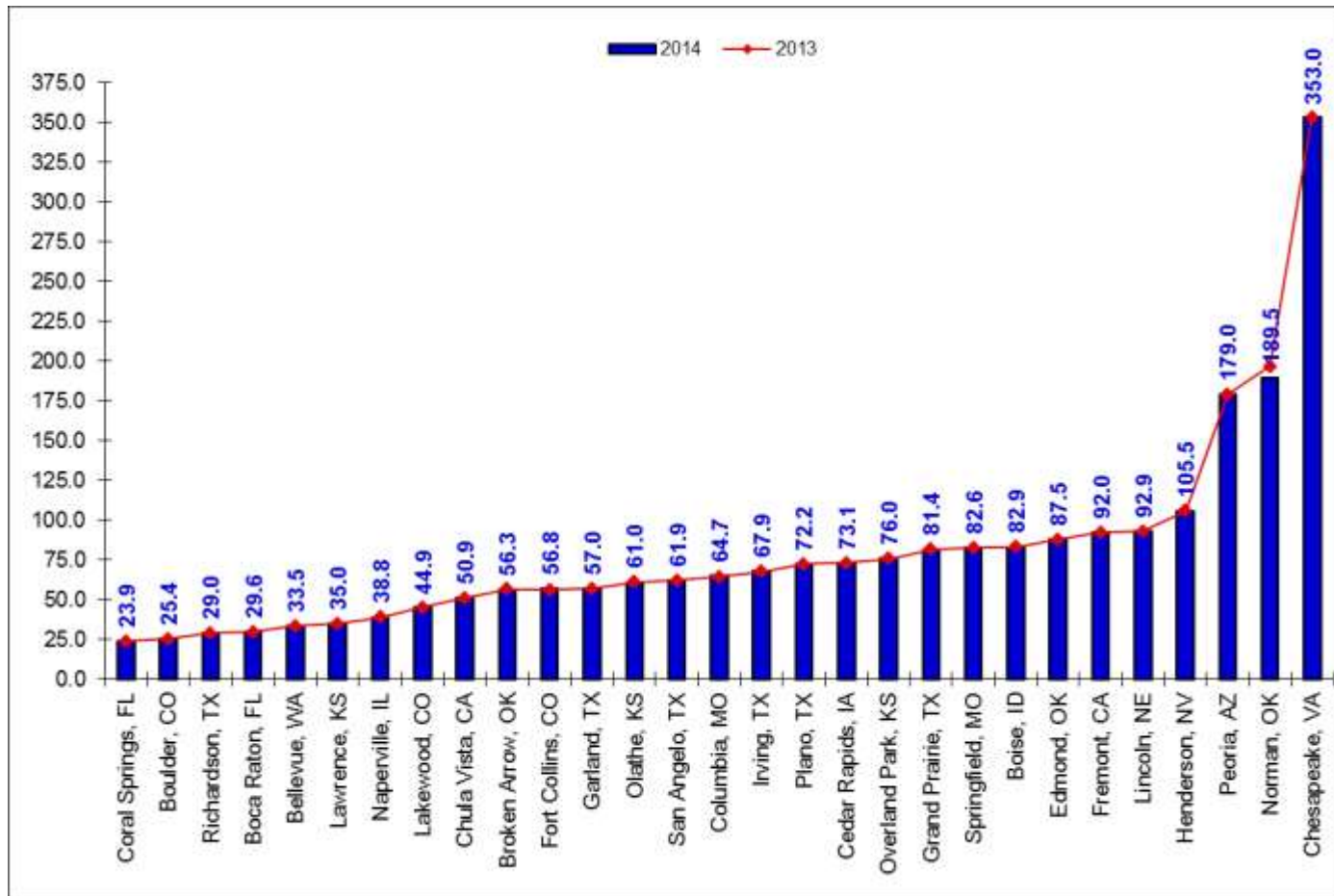
City Name	2014	2013	2012	2011	2010
Bellevue, WA	134,400	132,100	124,600	123,400	122,363
Boca Raton, FL	85,329	85,329	85,329	86,032	86,032
Boise, ID	217,730	212,303	210,145	206,470	205,671
Boulder, CO	103,163	99,069	99,069	103,650	103,650
Broken Arrow, OK	105,000	103,000	100,073	98,850	98,850
Cedar Rapids, IA	128,642	128,119	127,905	128,836	126,326
Chesapeake, VA	228,513	228,513	228,210	225,898	223,647
Chula Vista, CA	256,139	249,382	249,382	243,916	237,595
Columbia, MO	117,381	109,088	108,500	108,500	108,500
Coral Springs, FL	121,096	125,287	123,338	121,096	127,359
Edmond, OK	87,475	84,524	83,035	82,826	81,405
Fort Collins, CO	155,400	151,330	143,986	144,875	143,986
Fremont, CA	220,000	217,700	214,000	214,000	215,000
Garland, TX	233,206	233,564	228,060	228,858	226,876
Grand Prairie, TX	183,816	181,303	179,476	175,396	
Henderson, NV	279,226	278,047	269,916	277,502	277,389
Irving, TX	227,030	220,640	218,850	217,762	215,893
Lakewood, CO	147,220	142,980	142,980	142,980	148,300
Lawrence, KS	94,586	94,586	87,643	87,643	87,643
Lincoln, NE	268,738	265,404	262,341	258,379	257,242
Naperville, IL	143,289	143,289	145,649	141,853	141,853
Norman, OK	117,520	115,562	113,273	112,384	111,000
Olathe, KS	132,437	130,045	128,062	127,211	126,225
Overland Park, KS	184,706	180,605	177,642	177,029	173,377
Peoria, AZ	164,825	162,051	158,031		
Plano, TX	269,330	264,910	261,900	261,350	265,000
Richardson, TX	101,820	100,850	100,450	99,870	99,223
San Angelo, TX	100,111	95,887	93,562	93,200	92,147
Springfield, MO	164,122	162,191	159,621	159,498	159,498
Average	164,560	161,988	165,180	171,126	177,585
Median	147,220	143,289	133,078	132,115	131,129

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Benchmark City Survey - 2014 Data

Comparison by City Size (Square Miles), 2-Year Comparison

2014 Average Square Miles is 79.5 sq mi - 2014 Median Square Miles is 64.7 sq mi



Average 65.2 Square Miles without Norman, OK and Chesapeake, VA

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Comparison by City Size (Square Miles), 5-Year Comparison

2014 Average Square Miles is 79.5 sq mi - 2014 Median Square Miles is 64.7 sq mi

City Name	2014	2013	2012	2011	2010
Bellevue, WA	33.5	33.4	32.1	32.1	32.0
Boca Raton, FL	29.6	29.6	29.6	29.6	29.6
Boise, ID	82.9	82.8	80.9	80.9	80.9
Boulder, CO	25.4	25.4	25.4	25.4	25.4
Broken Arrow, OK	56.3	56.3	56.3	56.3	56.3
Cedar Rapids, IA	73.1	73.1	73.1	73.1	73.1
Chesapeake, VA	353.0	353.0	353.0	353.0	353.0
Chula Vista, CA	50.9	50.9	50.9	50.9	50.9
Columbia, MO	64.7	64.3	64	63.8	63.7
Coral Springs, FL	23.9	23.9	23.9	23.9	23.9
Edmond, OK	87.5	87.5	87.5	87.5	87.5
Fort Collins, CO	56.8	56.0	56.0	56.0	55.6
Fremont, CA	92.0	92.0	92.0	92.0	92.0
Garland, TX	57.0	57.0	57.0	57.0	57.0
Grand Prairie, TX	81.4	81.4	81.4	81.4	
Henderson, NV	105.5	105.5	104.0	104	104
Irving, TX	67.9	67.6	67.6	67.6	67.6
Lakewood, CO	44.9	44.9	44.9	44.9	44.9
Lawrence, KS	35.0	34.7	33.6	33.6	28.7
Lincoln, NE	92.9	92.7	91.9	89.1	90.7
Naperville, IL	38.8	38.8	38.8	39.2	39.2
Norman, OK	189.5	196.5	196.5	196.5	196.5
Olathe, KS	61.0	61.0	60.6	60.6	60.5
Overland Park, KS	76.0	75.5	75.3	75.3	75.3
Peoria, AZ	179.0	179.0	179		
Plano, TX	72.2	72.2	72.2	72.2	72.2
Richardson, TX	29.0	29.0	29.0	29.0	29.0
San Angelo, TX	61.9	61.9	61.7	58.8	58.8
Springfield, MO	82.6	82.5	82.5	82.5	82.5
Average	79.5	79.6	79.3	75.6	75.2
Median	64.7	64.3	64.1	62.2	60.5

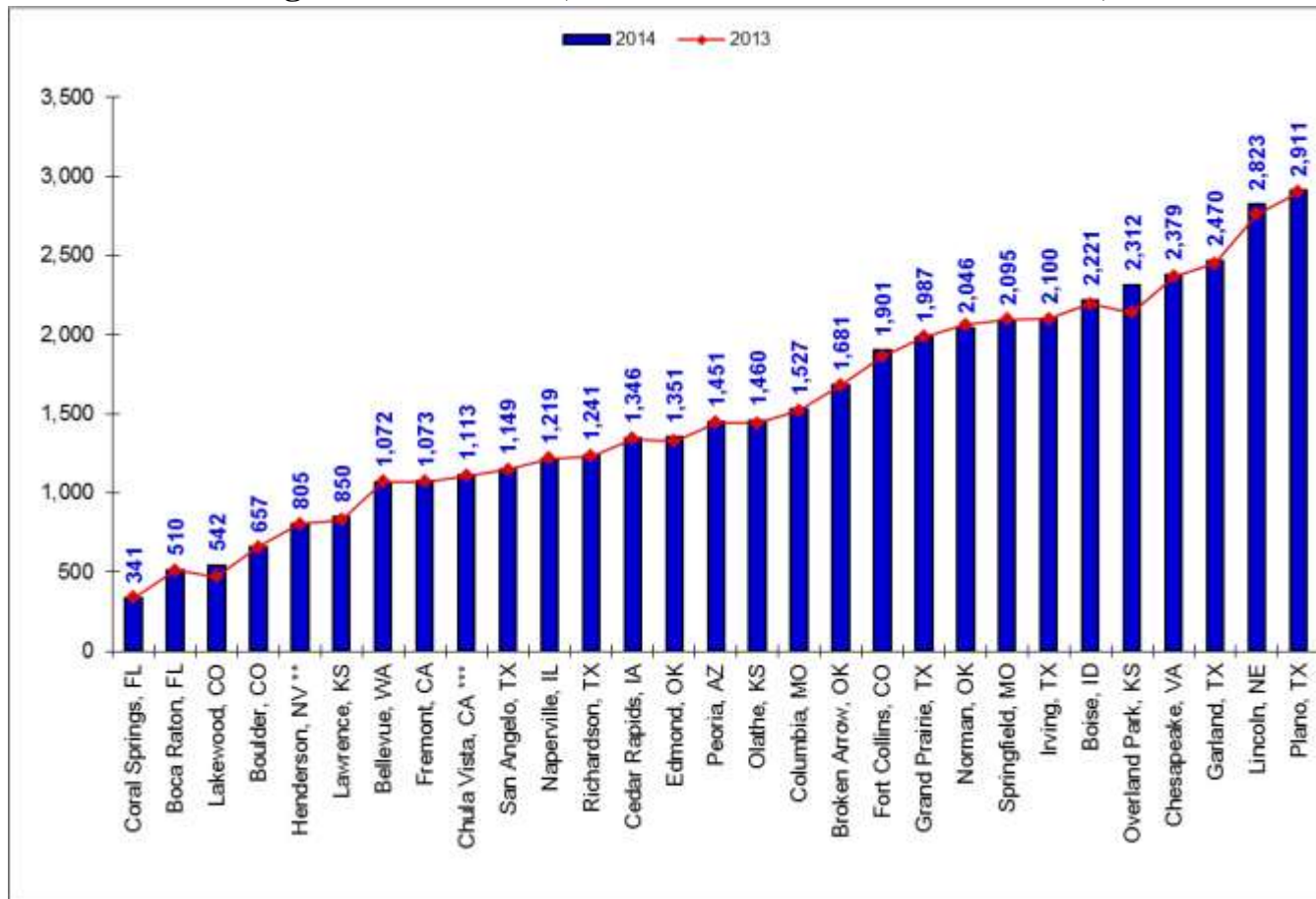
Average 65.2 Square Miles without Norman, OK and Chesapeake, VA

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Benchmark City Survey - 2014 Data

Comparison by City Size (Lane Miles), 2-Year Comparison

2014 Average Lane Miles is 1,539 – The Median Lane Miles is 1,451



Note: One Lane Mile equals one lane of street pavement one mile in length.

**Henderson calculated as roadway miles, not lane miles.

*** Chula Vista's lane miles are estimated.

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Benchmark City Survey - 2014 Data

Comparison by City Size (Lane Miles), 5-Year Comparison

2014 Average Lane Miles is 1,539 – The Median Lane Miles is 1,451

City Name	2014	2013	2012	2011	2010
Belleue, WA	1,072	1,072	942	942	942
Boca Raton, FL	510	510	510	510	510
Boise, ID	2,221	2,194	2,151	2,146	2,019
Boulder, CO	657	657	657	657	657
Broken Arrow, OK	1,681	1,681	1,681	1,681	1,681
Cedar Rapids, IA	1,346	1,342	1,342	1,342	1,342
Chesapeake, VA	2,379	2,366	2,364	2,364	2,364
Chula Vista, CA ***	1,113	1,107	1,106	1,105	1,082
Columbia, MO	1,527	1,520	1,466	1,460	1,460
Coral Springs, FL	341	341	341	341	341
Edmond, OK	1,351	1,326	1,319	1,308	1,328
Fort Collins, CO	1,901	1,861	1,861	1,255	2,142
Fremont, CA	1,073	1,072	1,110	1,110	1,110
Garland, TX	2,470	2,449	2,449	2,449	2,449
Grand Prairie, TX	1,987	1,987	1,973	1,913	
Henderson, NV **	805	805	805	805	
Irving, TX	2,100	2,100	1,734	1,734	1,734
Lakewood, CO	542	471	533	533	533
Lawrence, KS	850	830	813	811	805
Lincoln, NE	2,823	2,760	2,760	2,756	2,732
Naperville, IL	1,219	1,219	1,219	1,214	1,214
Norman, OK	2,046	2,062	1,835	1,826	1,819
Olathe, KS	1,460	1,442	1,442	1,436	1,430
Overland Park, KS	2,312	2,138	2,111	2,088	2,102
Peoria, AZ	1,451	1,446	1,392		
Plano, TX	2,911	2,901	2,904	3,049	3,371
Richardson, TX	1,241	1,233	1,228	1,227	1,218
San Angelo, TX	1,149	1,146	1,142	1,487	1,481
Springfield, MO	2,095	2,095	2,095	2,095	2,075
Average	1,539	1,522	1,493	1,487	1,536
Median	1,451	1,442	1,392	1,389	1,445

Note: One Lane Mile equals one lane of street pavement one mile in length.

**Henderson calculated as roadway miles, not lane miles.

*** Chula Vista's lane miles are estimated.

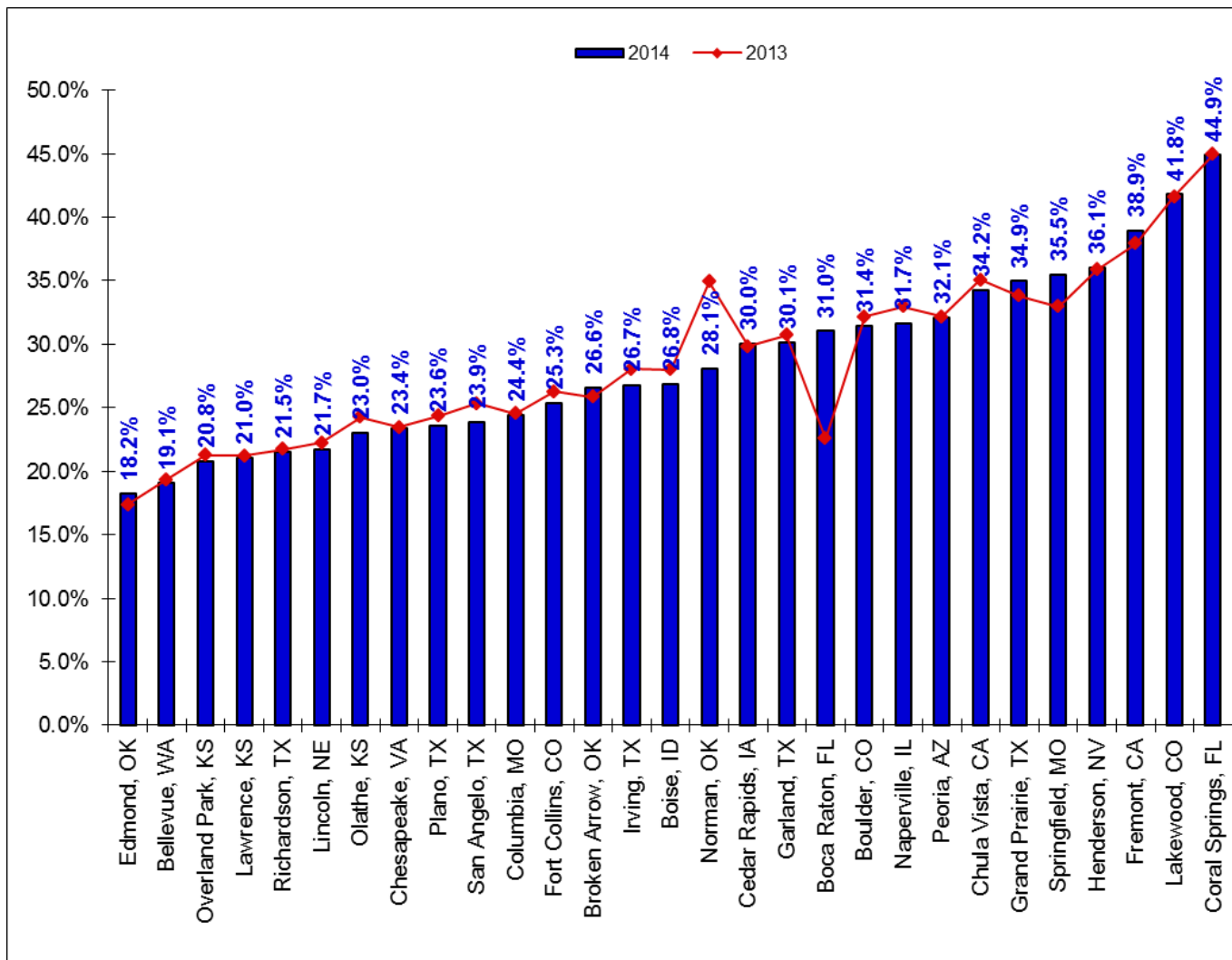
Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Department Budget as a % of City Budget, 2-Year Comparison

2014 Average Department Budget is 28.5% of the City Budget



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Benchmark City Survey - 2014 Data

Department Budget as a % of City Budget, 5-Year Comparison

2014 Average Department Budget is 28.5% of the City Budget

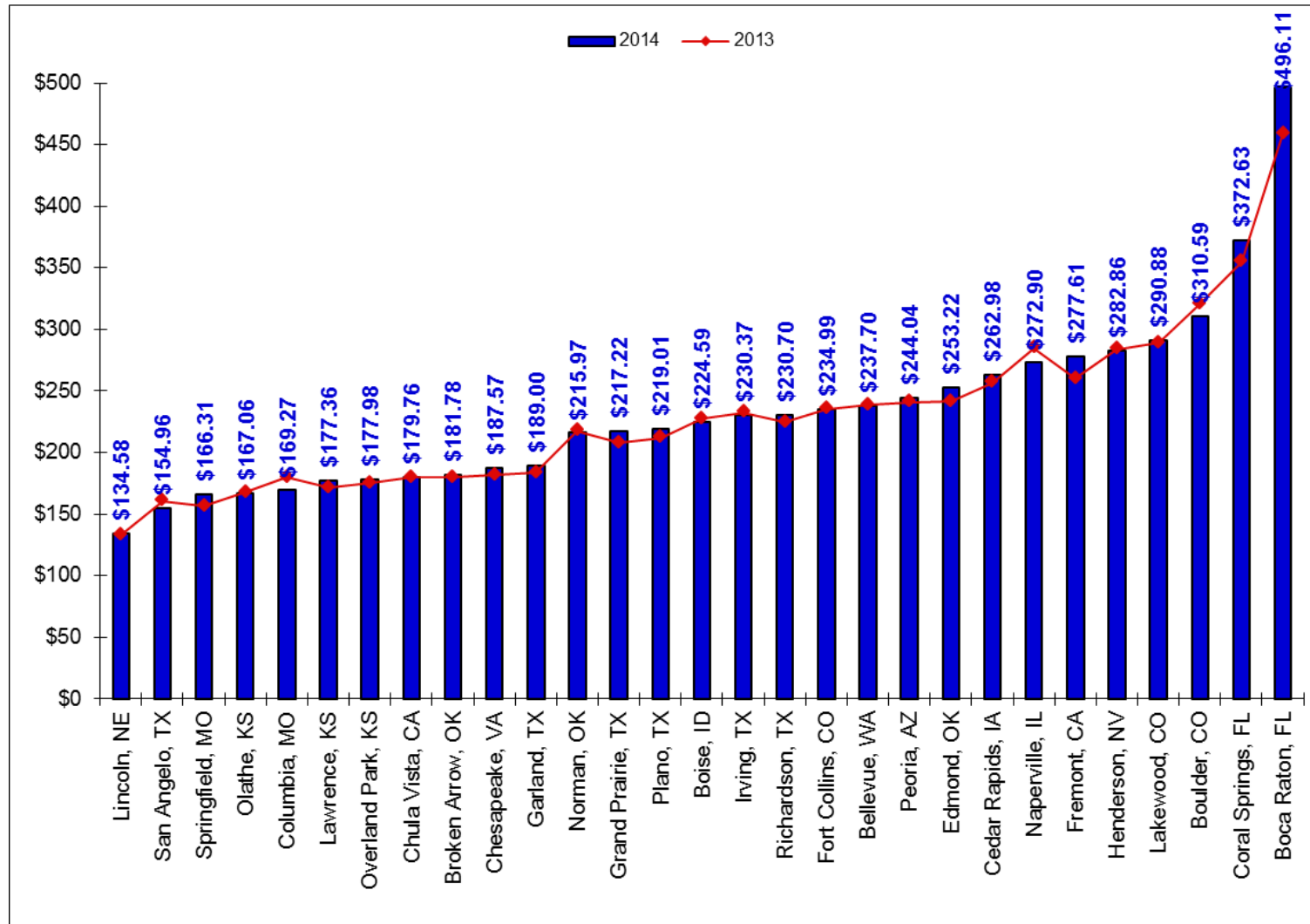
City Name	City Budget	Police Budget	2014	2013	2012	2011	2010
Bellevue, WA	\$167,654,000	\$31,947,389	19.1%	19.4%	19.3%	22.2%	21.9%
Boca Raton, FL	\$136,429,500	\$42,332,800	31.0%	22.6%	23.1%	22.2%	21.0%
Boise, ID	\$182,222,321	\$48,900,288	26.8%	28.0%	28.4%	28.0%	27.8%
Boulder, CO	\$101,959,000	\$32,041,029	31.4%	32.2%	30.0%	33.2%	33.7%
Broken Arrow, OK	\$71,812,811	\$19,087,200	26.6%	25.9%	26.3%	33.9%	33.9%
Cedar Rapids, IA	\$112,700,000	\$33,830,065	30.0%	29.8%	30.3%	30.5%	28.2%
Chesapeake, VA	\$183,211,605	\$42,861,245	23.4%	23.5%	7.5%	7.6%	7.3%
Chula Vista, CA	\$134,536,744	\$46,044,342	34.2%	35.1%	35.2%	33.4%	33.1%
Columbia, MO	\$81,262,646	\$19,868,549	24.4%	24.5%	24.2%	26.1%	25.8%
Coral Springs, FL	\$100,417,593	\$45,124,246	44.9%	44.9%	47.0%	47.7%	46.4%
Edmond, OK	\$121,625,924	\$22,150,835	18.2%	17.4%	19.7%	17.7%	19.0%
Fort Collins, CO	\$144,182,913	\$36,517,507	25.3%	26.3%	27.7%	27.0%	28.6%
Fremont, CA	\$156,827,000	\$61,073,246	38.9%	37.9%	39.5%	40.3%	38.4%
Garland, TX	\$146,320,535	\$44,076,455	30.1%	30.7%	31.0%	32.1%	32.5%
Grand Prairie, TX	\$114,262,251	\$39,929,093	34.9%	33.8%	34.0%	35.3%	
Henderson, NV	\$219,085,971	\$78,981,259	36.1%	35.8%	36.0%	40.3%	35.1%
Irving, TX	\$195,587,331	\$52,300,321	26.7%	28.1%	28.2%	29.0%	28.9%
Lakewood, CO	\$102,402,549	\$42,823,690	41.8%	41.6%	42.4%	41.8%	45.9%
Lawrence, KS	\$79,693,821	\$16,775,383	21.0%	21.2%	20.1%	19.7%	19.6%
Lincoln, NE	\$166,375,772	\$36,167,508	21.7%	22.2%	21.8%	22.2%	26.3%
Naperville, IL	\$123,492,518	\$39,103,433	31.7%	33.0%	32.1%	32.4%	31.7%
Norman, OK	\$90,438,024	\$25,381,238	28.1%	34.9%	35.8%	33.1%	27.9%
Olathe, KS	\$96,171,274	\$22,124,734	23.0%	24.2%	24.3%	23.8%	24.2%
Overland Park, KS	\$158,000,000	\$32,874,500	20.8%	21.3%	24.9%	23.4%	21.3%
Peoria, AZ	\$125,175,707	\$40,223,216	32.1%	32.2%	31.5%		
Plano, TX	\$250,070,899	\$58,985,351	23.6%	24.4%	24.9%	24.6%	24.3%
Richardson, TX	\$109,114,152	\$23,489,716	21.5%	21.7%	22.0%	22.1%	22.2%
San Angelo, TX	\$65,035,240	\$15,513,401	23.9%	25.3%	25.6%	26.5%	24.9%
Springfield, MO	\$76,952,000	\$27,295,231	35.5%	33.0%	34.1%	39.7%	34.3%
Average	\$131,483,452	\$37,166,320	28.5%	28.6%	25.1%	19.7%	28.0%
Median	\$123,492,518	\$36,517,507	26.8%	28.0%	26.9%	25.6%	29.7%

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Benchmark City Survey - 2014 Data

Police Department Budget as \$ Per Citizen, 2-Year Comparison

2014 Average is \$233.10 per Citizen



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Benchmark City Survey - 2014 Data

Police Department Budget as \$ Per Citizen, 5-Year Comparison

2014 Average is \$233.10 per Citizen

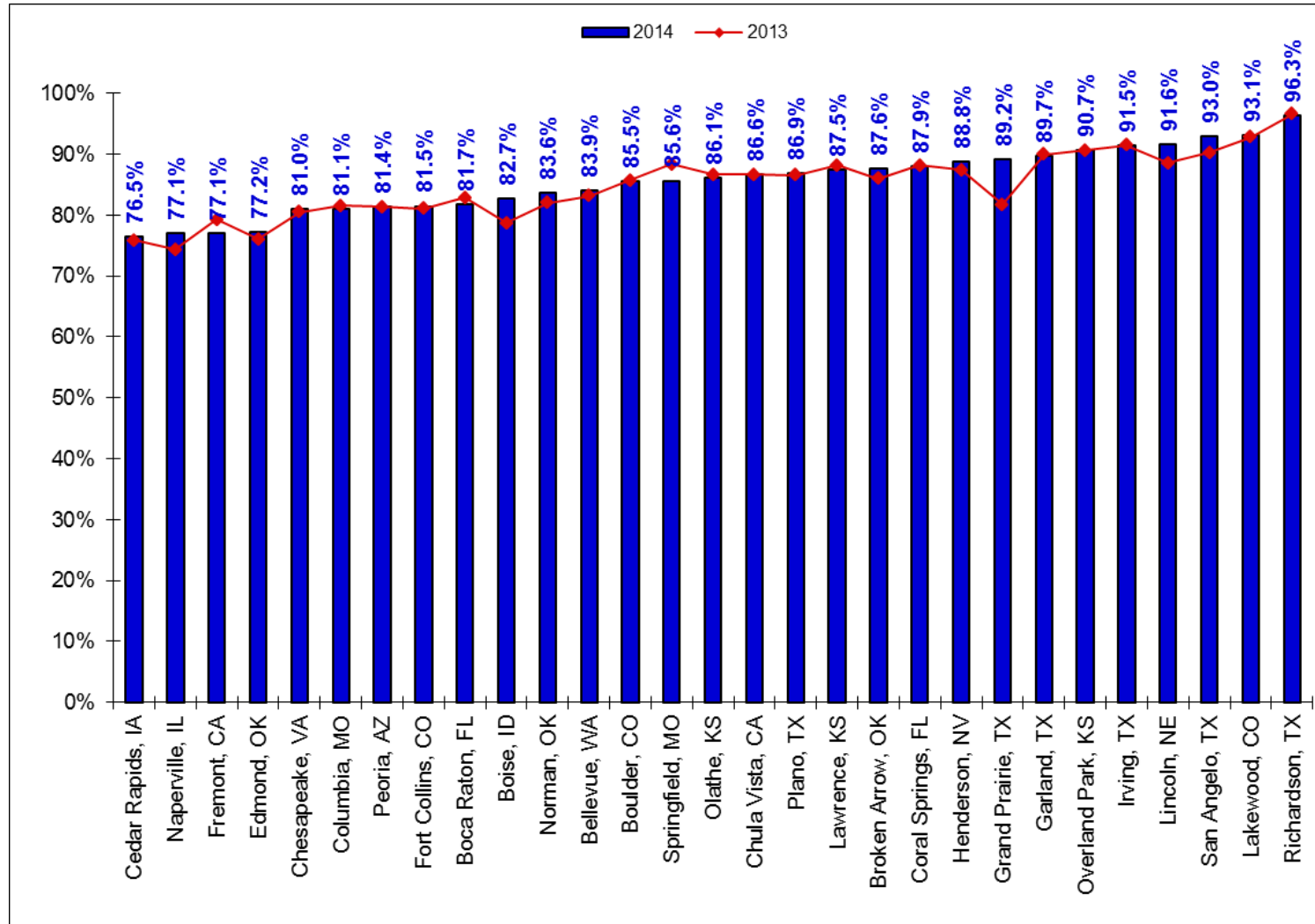
City Name	Police Budget	City Population	2014	2013	2012	2011	2010
Bellevue, WA	\$31,947,389	134,400	\$237.70	\$238.76	\$244.51	\$282.98	\$291.16
Boca Raton, FL	\$42,332,800	85,329	\$496.11	\$458.95	\$433.76	\$415.30	\$411.29
Boise, ID	\$48,900,288	217,730	\$224.59	\$227.33	\$228.12	\$232.13	\$223.43
Boulder, CO	\$32,041,029	103,163	\$310.59	\$320.45	\$298.71	\$280.80	\$271.47
Broken Arrow, OK	\$19,087,200	105,000	\$181.78	\$179.75	\$167.87	\$147.12	\$147.12
Cedar Rapids, IA	\$33,830,065	128,642	\$262.98	\$256.85	\$248.41	\$234.36	\$220.48
Chesapeake, VA	\$42,861,245	228,513	\$187.57	\$181.50	\$171.44	\$170.92	\$170.03
Chula Vista, CA	\$46,044,342	256,139	\$179.76	\$179.56	\$176.29	\$170.64	\$185.53
Columbia, MO	\$19,868,549	117,381	\$169.27	\$179.52	\$173.91	\$182.87	\$180.95
Coral Springs, FL	\$45,124,246	121,096	\$372.63	\$354.48	\$355.39	\$374.46	\$334.07
Edmond, OK	\$22,150,835	87,475	\$253.22	\$241.54	\$228.89	\$220.34	\$222.75
Fort Collins, CO	\$36,517,507	155,400	\$234.99	\$235.42	\$234.54	\$227.44	\$199.70
Fremont, CA	\$61,073,246	220,000	\$277.61	\$260.09	\$246.24	\$252.29	\$250.44
Garland, TX	\$44,076,455	233,206	\$189.00	\$183.43	\$185.07	\$185.56	\$192.13
Grand Prairie, TX	\$39,929,093	183,816	\$217.22	\$207.73	\$194.77	\$190.33	
Henderson, NV	\$78,981,259	279,226	\$282.86	\$283.90	\$298.32	\$314.14	\$310.60
Irving, TX	\$52,300,321	227,030	\$230.37	\$232.30	\$224.05	\$223.78	\$227.19
Lakewood, CO	\$42,823,690	147,220	\$290.88	\$288.96	\$284.90	\$276.07	\$288.64
Lawrence, KS	\$16,775,383	94,586	\$177.36	\$171.51	\$169.13	\$165.32	\$162.03
Lincoln, NE	\$36,167,508	268,738	\$134.58	\$133.33	\$128.38	\$125.93	\$122.93
Naperville, IL	\$39,103,433	143,289	\$272.90	\$284.89	\$243.73	\$254.93	\$253.27
Norman, OK	\$25,381,238	117,520	\$215.97	\$217.46	\$228.65	\$194.26	\$174.17
Olathe, KS	\$22,124,734	132,437	\$167.06	\$167.69	\$158.92	\$155.34	\$167.40
Overland Park, KS	\$32,874,500	184,706	\$177.98	\$175.11	\$174.09	\$172.60	\$176.70
Peoria, AZ	\$40,223,216	164,825	\$244.04	\$240.64	\$234.64		
Plano, TX	\$58,985,351	269,330	\$219.01	\$211.84	\$206.12	\$204.06	\$200.84
Richardson, TX	\$23,489,716	101,820	\$230.70	\$224.61	\$218.47	\$214.61	\$210.40
San Angelo, TX	\$15,513,401	100,111	\$154.96	\$160.42	\$159.67	\$157.82	\$148.81
Springfield, MO	\$27,295,231	164,122	\$166.31	\$156.47	\$202.87	\$193.72	\$143.90
Average	\$38,493,688	164,560	\$233.10	\$229.46	\$215.86	\$217.70	\$205.27

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Personnel Costs as a % of Department Budget, 2-Year Comparison

2014 Average Personnel Budget is 85.6% of the Total Budget



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Personnel Costs as a % of Department Budget, 5-Year Comparison

2014 Average Personnel Budget is 85.6% of the Total Budget

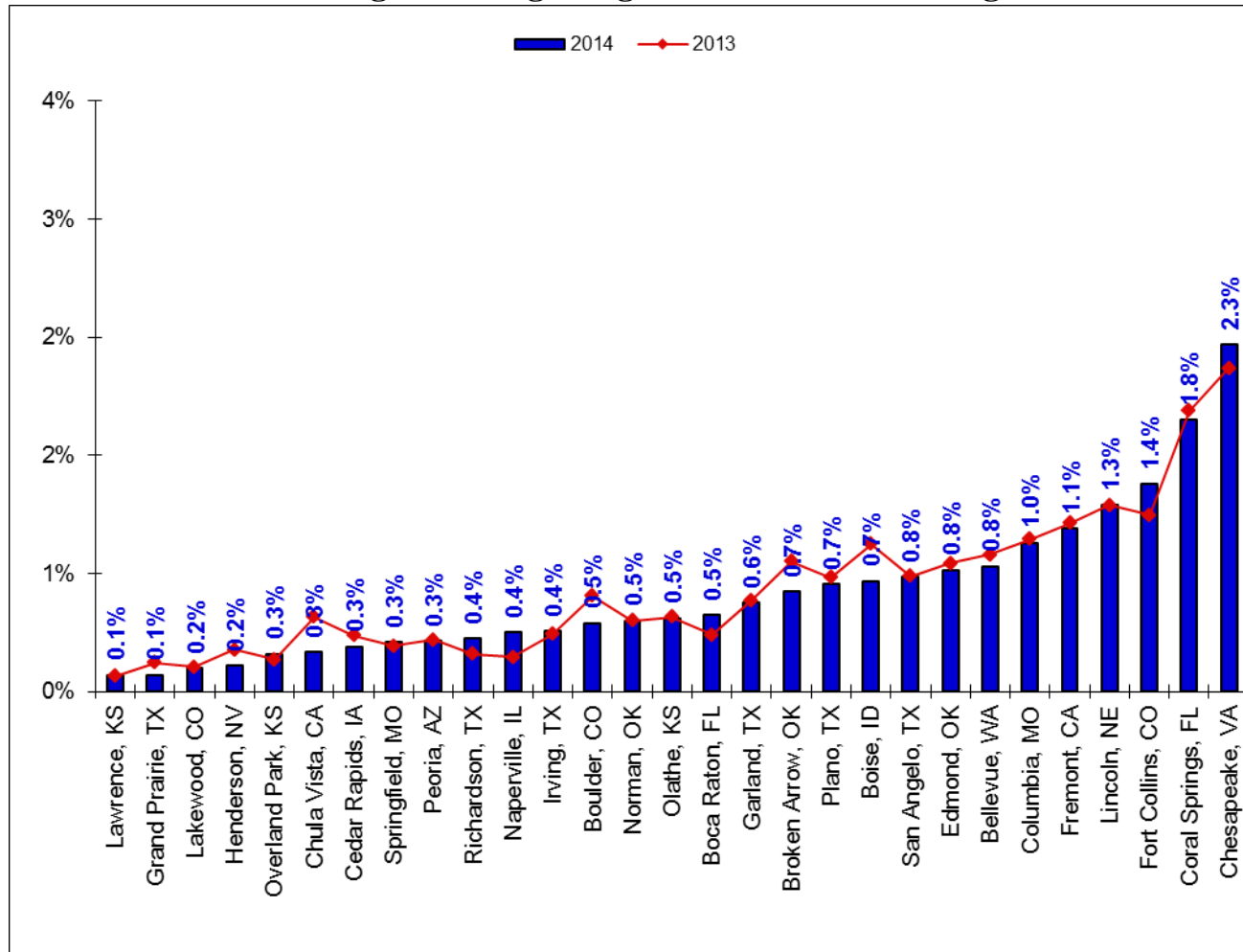
City Name	Department Budget	Personnel Budget	2014	2013	2012	2011	2010
Bellevue, WA	\$31,947,389	\$26,819,055	83.9%	83.2%	81.5%	68.3%	68.1%
Boca Raton, FL	\$42,332,800	\$34,595,300	81.7%	82.8%	83.0%	82.9%	80.8%
Boise, ID	\$48,900,288	\$40,429,351	82.7%	78.7%	79.9%	74.6%	79.0%
Boulder, CO	\$32,041,029	\$27,395,470	85.5%	85.7%	82.1%	81.9%	84.9%
Broken Arrow, OK	\$19,087,200	\$16,718,200	87.6%	86.0%	89.7%	91.6%	91.6%
Cedar Rapids, IA	\$33,830,065	\$25,868,220	76.5%	75.9%	75.4%	75.5%	79.8%
Chesapeake, VA	\$42,861,245	\$34,737,474	81.0%	80.5%	83.5%	84.4%	85.6%
Chula Vista, CA	\$46,044,342	\$39,897,095	86.6%	86.6%	86.9%	87.0%	87.2%
Columbia, MO	\$19,868,549	\$16,111,744	81.1%	81.5%	85.0%	80.1%	79.0%
Coral Springs, FL	\$45,124,246	\$39,683,543	87.9%	88.2%	89.0%	89.0%	87.6%
Edmond, OK	\$22,150,835	\$17,095,033	77.2%	76.0%	72.5%	73.9%	71.3%
Fort Collins, CO	\$36,517,507	\$29,751,630	81.5%	81.0%	81.8%	82.4%	85.0%
Fremont, CA	\$61,073,246	\$47,087,452	77.1%	79.3%	77.8%	76.7%	78.9%
Garland, TX	\$44,076,455	\$39,538,171	89.7%	89.9%	90.0%	90.0%	91.0%
Grand Prairie, TX	\$39,929,093	\$35,605,094	89.2%	81.7%	83.7%	87.0%	
Henderson, NV	\$78,981,259	\$70,167,878	88.8%	87.4%	89.3%	96.0%	88.7%
Irving, TX	\$52,300,321	\$47,837,644	91.5%	91.5%	91.2%	89.9%	90.9%
Lakewood, CO	\$42,823,690	\$39,880,821	93.1%	92.8%	95.7%	89.2%	89.0%
Lawrence, KS	\$16,775,383	\$14,680,874	87.5%	88.1%	90.1%	87.6%	88.4%
Lincoln, NE	\$36,167,508	\$33,116,582	91.6%	88.5%	79.2%	79.6%	79.7%
Naperville, IL	\$39,103,433	\$30,144,116	77.1%	74.3%	81.7%	75.6%	80.1%
Norman, OK	\$25,381,238	\$21,215,303	83.6%	82.0%	70.3%	91.3%	73.2%
Olathe, KS	\$22,124,734	\$19,039,473	86.1%	86.6%	87.0%	87.4%	83.5%
Overland Park, KS	\$32,874,500	\$29,823,423	90.7%	90.6%	90.2%	90.1%	90.0%
Peoria, AZ	\$40,223,216	\$32,747,991	81.4%	81.4%	81.6%		
Plano, TX	\$58,985,351	\$51,235,267	86.9%	86.5%	86.9%	85.0%	87.2%
Richardson, TX	\$23,489,716	\$22,616,927	96.3%	96.6%	96.5%	97.8%	96.6%
San Angelo, TX	\$15,513,401	\$14,421,437	93.0%	90.2%	89.4%	89.7%	89.3%
Springfield, MO	\$27,295,231	\$23,376,905	85.6%	88.3%	85.4%	86.4%	89.2%
Average	\$37,166,320	\$31,780,603	85.6%	84.9%	83.7%	85.0%	84.3%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Training Costs as a % of Department Budget, 2-Year Comparison

2014 Average Training Budget is 0.7% of Total Budget



Note: Now calculated excluding any overhead costs.

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Training Costs as a % of Department Budget, 5-Year Comparison

2014 Average Training Budget is 0.7% of Total Budget

City Name	Department Budget	Training Budget	2014	2013	2012	2011	2010
Bellevue, WA	\$31,947,389	\$271,122	0.8%	0.9%	2.8%	2.6%	2.5%
Boca Raton, FL	\$42,332,800	\$219,600	0.5%	0.4%	0.4%	0.4%	0.6%
Boise, ID	\$48,900,288	\$365,408	0.7%	1.0%	3.5%	1.6%	1.3%
Boulder, CO	\$32,041,029	\$148,917	0.5%	0.6%	1.7%	2.0%	1.8%
Broken Arrow, OK	\$19,087,200	\$129,400	0.7%	0.9%	0.6%	0.4%	0.4%
Cedar Rapids, IA	\$33,830,065	\$103,388	0.3%	0.4%	1.5%	1.8%	1.6%
Chesapeake, VA	\$42,861,245	\$1,006,797	2.3%	2.2%	2.2%	1.3%	1.4%
Chula Vista, CA	\$46,044,342	\$123,400	0.3%	0.5%	0.5%	0.5%	0.5%
Columbia, MO	\$19,868,549	\$200,500	1.0%	1.0%	0.6%	0.6%	0.7%
Coral Springs, FL	\$45,124,246	\$829,413	1.8%	1.9%	1.8%	1.8%	1.9%
Edmond, OK	\$22,150,835	\$182,690	0.8%	0.9%	2.8%	3.1%	3.0%
Fort Collins, CO	\$36,517,507	\$513,504	1.4%	1.2%	2.7%	2.9%	3.3%
Fremont, CA	\$61,073,246	\$675,460	1.1%	1.1%	0.9%	1.1%	1.2%
Garland, TX	\$44,076,455	\$266,125	0.6%	0.6%	1.7%	1.7%	1.8%
Grand Prairie, TX	\$39,929,093	\$45,580	0.1%	0.2%	0.2%	2.0%	
Henderson, NV	\$78,981,259	\$140,117	0.2%	0.3%	3.5%	3.9%	0.2%
Irving, TX	\$52,300,321	\$214,562	0.4%	0.4%	0.4%	0.4%	0.5%
Lakewood, CO	\$42,823,690	\$68,916	0.2%	0.2%	0.9%	0.9%	1.3%
Lawrence, KS	\$16,775,383	\$19,000	0.1%	0.1%	2.7%	2.8%	2.8%
Lincoln, NE	\$36,167,508	\$455,939	1.3%	1.3%	1.3%	1.6%	0.6%
Naperville, IL	\$39,103,433	\$157,053	0.4%	0.2%	0.3%	0.2%	0.2%
Norman, OK	\$25,381,238	\$122,504	0.5%	0.5%	0.2%	0.3%	0.3%
Olathe, KS	\$22,124,734	\$110,000	0.5%	0.5%	0.5%	0.6%	0.5%
Overland Park, KS	\$32,874,500	\$84,459	0.3%	0.2%	0.2%	0.2%	0.1%
Peoria, AZ	\$40,223,216	\$137,150	0.3%	0.4%	0.4%		
Plano, TX	\$58,985,351	\$430,332	0.7%	0.8%	1.3%	1.6%	1.4%
Richardson, TX	\$23,489,716	\$84,267	0.4%	0.3%	1.5%	1.5%	1.5%
San Angelo, TX	\$15,513,401	\$120,330	0.8%	0.8%	2.4%	3.1%	2.9%
Springfield, MO	\$27,295,231	\$91,785	0.3%	0.3%	0.3%	0.4%	0.4%
Average	\$37,166,320	\$252,335	0.7%	0.7%	1.1%	1.3%	1.3%

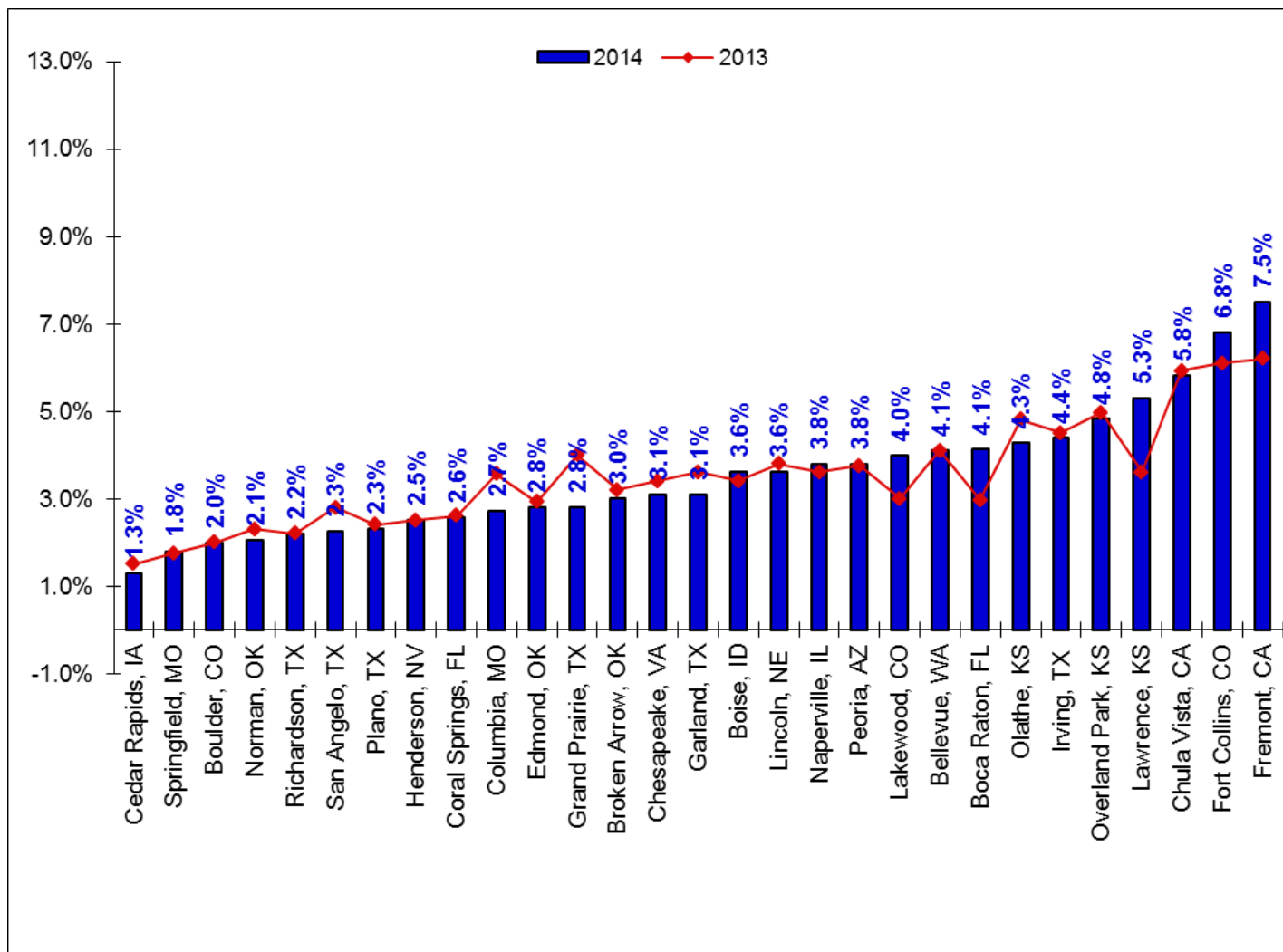
Note: Now calculated excluding any overhead costs

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Overtime Costs as a % Personnel Budget, 2-Year Comparison

2014 Average Overtime Cost is 3.5% of the Personnel Budget



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Overtime Costs as a % Personnel Budget, 5-Year Comparison

2014 Average Overtime Cost is 3.5% of the Personnel Budget

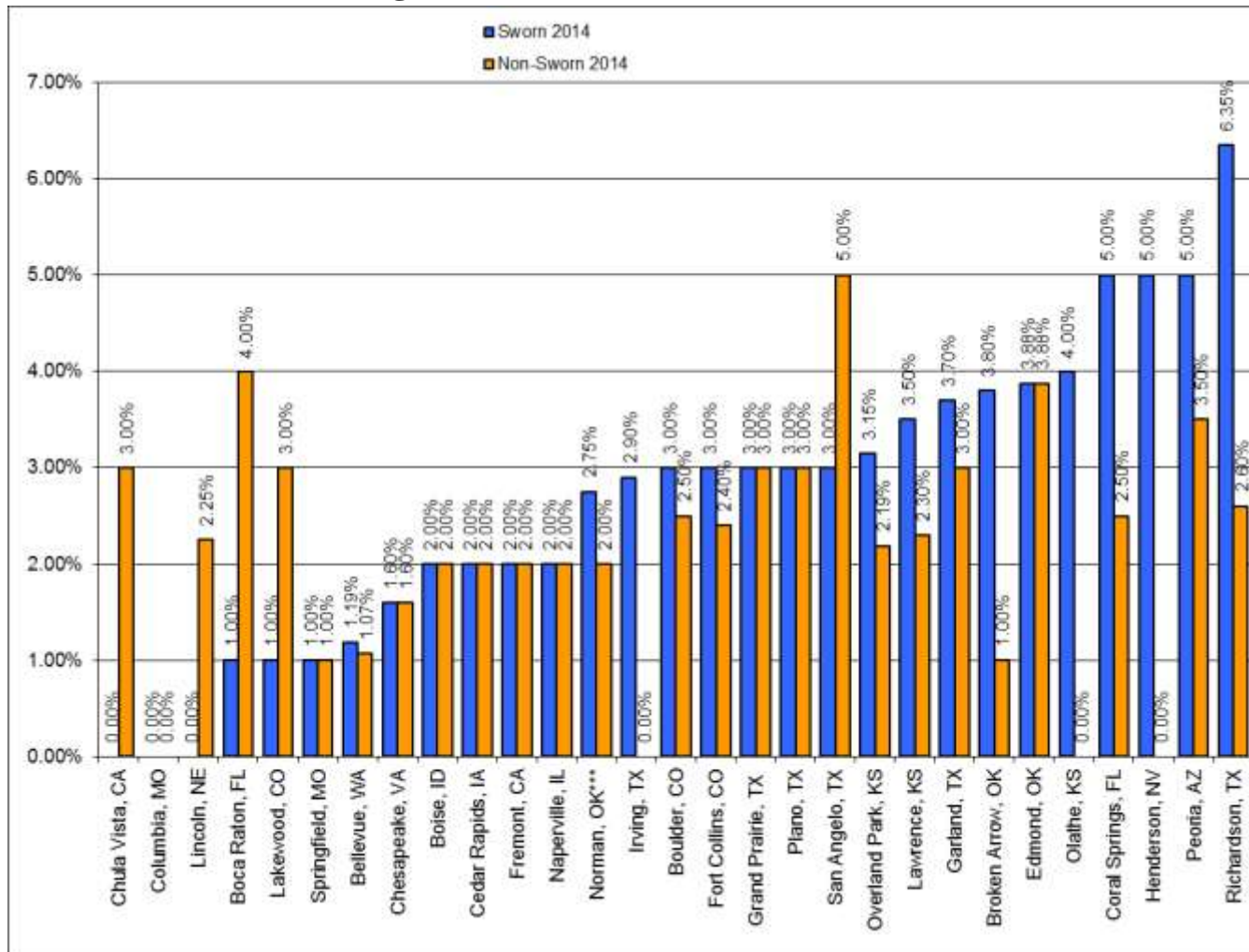
City Name	2014	2013	2012	2011	2010
Bellevue, WA *	4.1%	4.1%	4.0%	4.0%	4.1%
Boca Raton, FL	4.1%	3.0%	4.6%	6.4%	7.4%
Boise, ID	3.6%	3.4%	3.0%	4.7%	3.6%
Boulder, CO	2.0%	2.0%	4.0%	3.0%	2.7%
Broken Arrow, OK	3.0%	3.2%	2.3%	4.0%	4.0%
Cedar Rapids, IA	1.3%	1.5%	1.6%	1.6%	1.1%
Chesapeake, VA	3.1%	3.4%	4.2%	3.5%	3.4%
Chula Vista, CA	5.8%	5.9%	6.0%	6.2%	5.9%
Columbia, MO	2.7%	3.6%	3.9%	3.9%	6.0%
Coral Springs, FL	2.6%	2.6%	2.5%	2.2%	2.5%
Edmond, OK	2.8%	2.9%	2.8%	2.8%	2.9%
Fort Collins, CO	6.8%	6.1%	7.7%	7.6%	6.8%
Fremont, CA	7.5%	6.2%	8.9%	6.2%	8.8%
Garland, TX	3.1%	3.6%	3.7%	3.4%	3.6%
Grand Prairie, TX	2.8%	4.0%	3.9%	4.6%	
Henderson, NV	2.5%	2.5%	2.3%	2.5%	2.0%
Irving, TX	4.4%	4.5%	5.1%	2.6%	5.7%
Lakewood, CO	4.0%	3.0%	3.4%	3.3%	3.5%
Lawrence, KS	5.3%	3.6%	3.4%	3.3%	3.4%
Lincoln, NE	3.6%	3.8%	2.0%	1.6%	
Naperville, IL	3.8%	3.6%	8.0%	8.0%	8.0%
Norman, OK	2.1%	2.3%	5.0%	5.0%	4.9%
Olathe, KS	4.3%	4.8%	5.3%	5.4%	5.4%
Overland Park, KS	4.8%	5.0%	5.0%	4.7%	5.0%
Peoria, AZ	3.8%	3.7%	3.7%		
Plano, TX	2.3%	2.4%	2.3%	2.4%	2.2%
Richardson, TX	2.2%	2.2%	2.3%	2.3%	2.5%
San Angelo, TX	2.3%	2.8%	2.0%	2.0%	4.0%
Springfield, MO	1.8%	1.8%	1.9%	2.0%	2.0%
Average	3.5%	3.5%	4.0%	3.9%	4.3%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Average Salary Increase (Decrease) for 2014

2014 Average is 2.7% (Officer) and 2.2% (Civilian)



** percent is calculated based upon \$1000 increase to top of scale

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Average Salary Increase (Decrease) for 2014

2014 Average is 2.7% (Officer) and 2.2% (Civilian)

City Name	Sworn 2014	Non-Sworn 2014	Sworn 2013	Non-Sworn 2013	Sworn 2012	Non-Sworn 2012	Sworn 2011	Non-Sworn 2011
Chula Vista, CA	0.00%	3.00%	1.00%	0.00%	3.0%	0.0%	2.0%	0.0%
Columbia, MO	0.00%	0.00%	0.00%	0.00%	N/A	N/A	0.0%	0.0%
Lincoln, NE	0.00%	2.25%	2.00%	2.00%	3.3%	2.0%	0.8%	1.8%
Boca Raton, FL	1.00%	4.00%	1.00%	0.00%	1.0%	0.0%	4.8%	0.0%
Lakewood, CO	1.00%	3.00%	2.60%	2.00%	0.0%	2.6%	2.0%	1.7%
Springfield, MO	1.00%	1.00%	1.50%	1.50%	1.5%	1.5%	2.0%	3.2%
Bellevue, WA	1.19%	1.07%	2.70%	2.40%	3.7%	0.0%	0.0%	0.0%
Chesapeake, VA	1.60%	1.60%	0.00%	0.00%	1.0%	1.0%	1.5%	1.6%
Boise, ID	2.00%	2.00%	2.00%	1.50%	0.0%	1.5%	0.0%	0.0%
Cedar Rapids, IA	2.00%	2.00%	3.00%	3.00%	3.0%	3.0%	2.5%	2.5%
Fremont, CA	2.00%	2.00%	2.00%	2.00%	0.0%	0.0%	-5.3%	-5.3%
Naperville, IL	2.00%	2.00%	0.00%	2.00%	4.0%	2.0%	3.0%	2.0%
Norman, OK***	2.75%	2.00%	3.00%	0.00%	3.0%	1.9%	3.0%	3.0%
Irving, TX	2.90%	0.00%	3.78%	1.76%	0.0%	0.0%	4.0%	2.5%
Boulder, CO	3.00%	2.50%	2.50%	0.00%	1.0%	0.0%	3.5%	0.0%
Fort Collins, CO	3.00%	2.40%	2.20%	2.00%	1.7%	2.9%	0.0%	0.0%
Grand Prairie, TX	3.00%	3.00%	3.00%	2.50%	2.5%	2.5%	3.0%	3.0%
Plano, TX	3.00%	3.00%	2.00%	3.00%	2.0%	3.0%	2.0%	2.0%
San Angelo, TX	3.00%	5.00%	4.00%	2.00%	4.0%	2.0%	4.0%	3.0%
Overland Park, KS	3.15%	2.19%	3.20%	2.58%	0.0%	0.0%	0.0%	0.0%
Lawrence, KS	3.50%	2.30%	3.60%	2.00%	2.9%	1.6%	3.5%	1.4%
Garland, TX	3.70%	3.00%	1.50%	1.00%	1.0%	0.0%	0.0%	0.0%
Broken Arrow, OK	3.80%	1.00%	3.75%	2.00%	2.0%	2.0%	2.0%	2.0%
Edmond, OK	3.88%	3.88%	3.90%	3.88%	3.0%	3.0%	2.5%	0.0%
Olathe, KS	4.00%	0.00%	3.00%	2.50%	3.0%	1.5%	0.0%	0.0%
Coral Springs, FL	5.00%	2.50%	4.00%	2.00%	4.0%	1.0%	4.0%	1.0%
Henderson, NV	5.00%	0.00%	5.00%	0.00%	5.0%	1.2%	5.0%	5.0%
Peoria, AZ	5.00%	3.50%	0.00%	3.50%	5.0%	5.0%		
Richardson, TX	6.35%	2.60%	3.85%	3.83%	3.8%	3.9%	3.5%	3.6%
Average	2.7%	2.2%	2.4%	1.8%	2.3%	1.6%	1.9%	1.2%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Layoffs

No Benchmark City Agency experienced employee layoffs in 2014

	2014		2013		2012		2011	
City Name	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Bellevue, WA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Boca Raton, FL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Boise, ID	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Boulder, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Broken Arrow, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cedar Rapids, IA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chesapeake, VA	0.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0
Chula Vista, CA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Columbia, MO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Coral Springs, FL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Edmond, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fort Collins, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fremont, CA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Garland, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Grand Prairie, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Henderson, NV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Irving, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lakewood, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawrence, KS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lincoln, NE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Naperville, IL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Norman, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Olathe, KS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Overland Park, KS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Peoria, AZ	0.0	0.0	0.0	0.0	0.0	0.0		
Plano, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Richardson, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
San Angelo, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Springfield, MO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Unionization

65.5% of the Benchmark City Agencies are Unionized

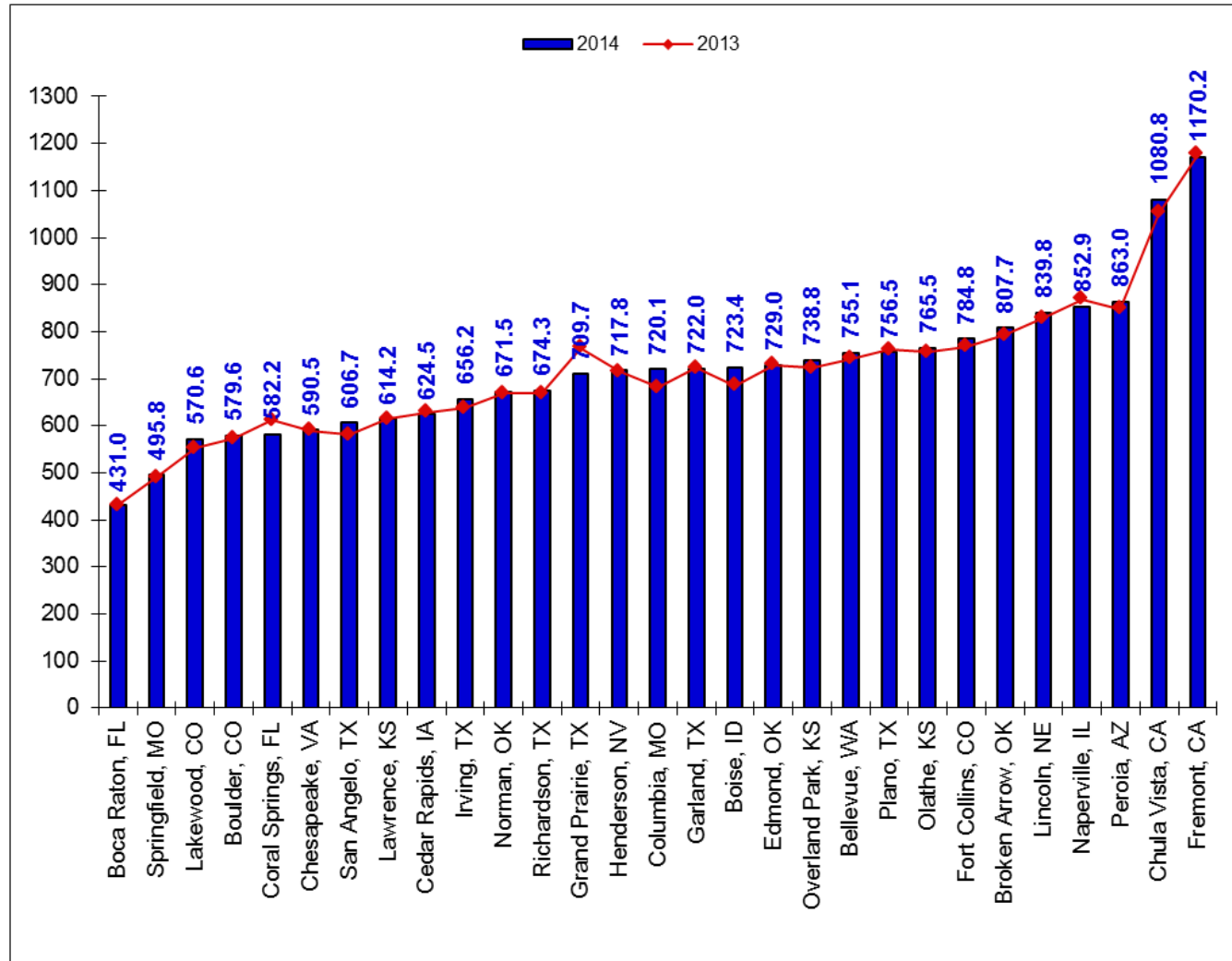
Unionization	
City Name	Commissioned Officers Unionized
Bellevue, WA	Yes
Boca Raton, FL	Yes
Boise, ID	Yes
Boulder, CO	Yes
Broken Arrow, OK	Yes
Cedar Rapids, IA	Yes
Chesapeake, VA	No
Chula Vista, CA	Yes
Columbia, MO	No
Coral Springs, FL	Yes
Edmond, OK	Yes
Fort Collins, CO	Yes
Fremont, CA	Yes
Garland, TX	No
Grand Prairie, TX	No
Henderson, NV	Yes
Irving, TX	No
Lakewood, CO	No
Lawrence, KS	Yes
Lincoln, NE	Yes
Naperville, IL	Yes
Norman, OK	Yes
Olathe, KS	No
Overland Park, KS	No
Peoria, AZ	Yes
Plano, TX	No
Richardson, TX	No
San Angelo, TX	Yes
Springfield, MO	Yes

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Number of Citizens Per Officer, 2-Year Comparison

2014 Average is 718.4 Citizens per Officer



A Coalition for Mutual Support
Benchmark City Survey - 2014 Data
Number of Citizens Per Officer, 5-Year Comparison

2014 Average is 718.4 Citizens per Officer

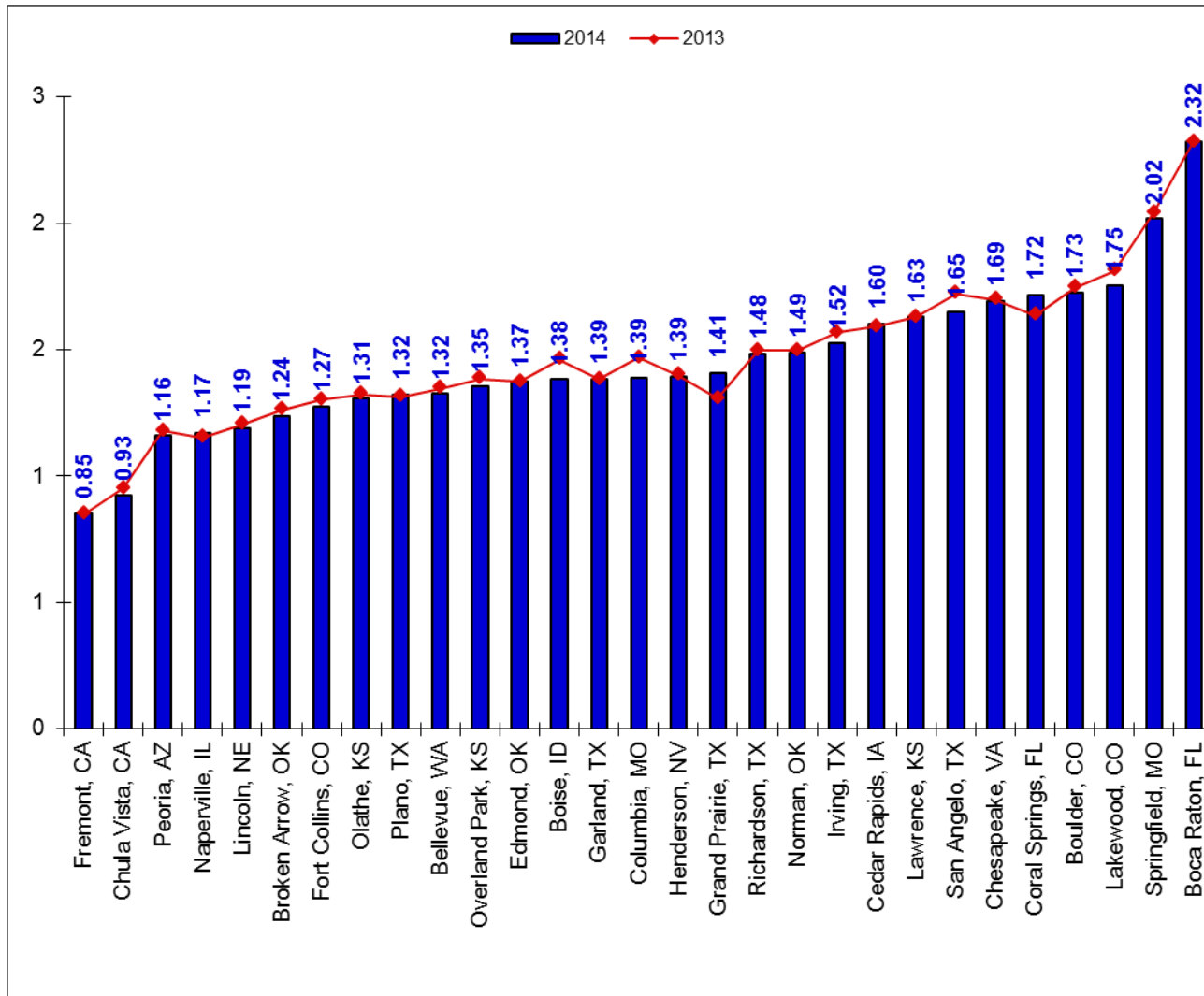
City Name	City Population	Authorized Officer Strength	2014	2013	2012	2011	2010
Bellevue, WA	134,400	178	755.1	742.1	700.0	693.3	679.8
Boca Raton, FL	85,329	198	431.0	431.0	442.1	434.5	434.5
Boise, ID	217,730	301	723.4	684.8	677.9	666.0	663.5
Boulder, CO	103,163	178	579.6	572.7	572.7	599.1	606.1
Broken Arrow, OK	105,000	130	807.7	792.3	769.8	797.2	797.2
Cedar Rapids, IA	128,642	206	624.5	628.0	630.1	634.7	625.4
Chesapeake, VA	228,513	387	590.5	589.0	595.8	589.8	583.9
Chula Vista, CA	256,139	237	1080.8	1052.2	1056.7	1,065.1	990.0
Columbia, MO	117,381	163	720.1	681.8	678.1	678.1	678.1
Coral Springs, FL	121,096	208	582.2	611.2	601.6	599.5	630.5
Edmond, OK	87,475	120	729.0	728.7	709.7	714.0	701.8
Fort Collins, CO	155,400	198	784.8	768.2	746.0	778.9	847.0
Fremont, CA	220,000	188	1170.2	1,176.8	1,188.9	1,215.9	1,174.9
Garland, TX	233,206	323	722.0	723.1	706.1	708.5	702.4
Grand Prairie, TX	183,816	259	709.7	765.0	767.0	772.7	
Henderson, NV	279,226	389	717.8	714.8	693.9	712	709.4
Irving, TX	227,030	346	656.2	637.7	632.5	631.2	625.8
Lakewood, CO	147,220	258	570.6	552.0	552.0	552.0	574.8
Lawrence, KS	94,586	154	614.2	614.2	596.2	596.2	617.2
Lincoln, NE	268,738	320	839.8	829.4	819.8	807.4	801.4
Naperville, IL	143,289	168	852.9	868.4	893.6	859.7	849.4
Norman, OK	117,520	175	671.5	668.0	662.4	665.0	672.7
Olathe, KS	132,437	173	765.5	756.1	744.5	748.3	738.2
Overland Park, KS	184,706	250	738.8	722.4	707.7	713.8	685.3
Peoria, AZ	164,825	191	863.0	848.4	840.6		
Plano, TX	269,330	356	756.5	761.2	759.1	766.4	777.1
Richardson, TX	101,820	151	674.3	667.9	669.7	665.8	661.5
San Angelo, TX	100,111	165	606.7	581.1	567.0	564.8	579.5
Springfield, MO	164,122	331	495.8	490.0	482.2	481.9	489.3
Average	164,560	231	718.4	712.4	698.0	704.1	696.3

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Number of Officers Per 1,000 Citizens, 2-Year Comparison

2014 Average is 1.45 Officers per 1,000 Citizens



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Number of Officers Per 1,000 Citizens, 5-Year Comparison

2014 Average is 1.45 Officers per 1,000 Citizens

City Name	City Population	Authorized Officer Strength	2014	2013	2012	2011	2010
Belleue, WA	134,400	178	1.32	1.35	1.43	1.44	1.47
Boca Raton, FL	85,329	198	2.32	2.32	2.26	2.30	2.30
Boise, ID	217,730	301	1.38	1.46	1.48	1.50	1.51
Boulder, CO	103,163	178	1.73	1.75	1.75	1.67	1.65
Broken Arrow, OK	105,000	130	1.24	1.26	1.30	1.25	1.25
Cedar Rapids, IA	128,642	206	1.60	1.59	1.59	1.58	1.60
Chesapeake, VA	228,513	387	1.69	1.70	1.68	1.70	1.71
Chula Vista, CA	256,139	237	0.93	0.95	0.95	0.94	1.01
Columbia, MO	117,381	163	1.39	1.47	1.47	1.47	1.47
Coral Springs, FL	121,096	208	1.72	1.64	1.66	1.67	1.59
Edmond, OK	87,475	120	1.37	1.37	1.41	1.40	1.42
Fort Collins, CO	155,400	198	1.27	1.30	1.34	1.28	1.18
Fremont, CA	220,000	188	0.85	0.85	0.84	0.82	0.85
Garland, TX	233,206	323	1.39	1.38	1.42	1.41	1.42
Grand Prairie, TX	183,816	259	1.41	1.31	1.30	1.33	
Henderson, NV	279,226	389	1.39	1.40	1.44	1.41	1.41
Irving, TX	227,030	346	1.52	1.57	1.58	1.58	1.60
Lakewood, CO	147,220	258	1.75	1.81	1.81	1.81	1.74
Lawrence, KS	94,586	154	1.63	1.63	1.68	1.68	1.62
Lincoln, NE	268,738	320	1.19	1.21	1.22	1.24	1.25
Naperville, IL	143,289	168	1.17	1.15	1.12	1.16	1.18
Norman, OK	117,520	175	1.49	1.50	1.51	1.50	1.49
Olathe, KS	132,437	173	1.31	1.32	1.34	1.34	1.35
Overland Park, KS	184,706	250	1.35	1.38	1.41	1.40	1.46
Peoria, AZ	164,825	191	1.16	1.18	1.19		
Plano, TX	269,330	356	1.32	1.31	1.32	1.30	1.29
Richardson, TX	101,820	151	1.48	1.50	1.49	1.50	1.51
San Angelo, TX	100,111	165	1.65	1.72	1.76	1.77	1.73
Springfield, MO	164,122	331	2.02	2.04	2.07	2.08	2.04
Average	164,560	231	1.45	1.46	1.43	1.45	1.44

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Command Structure

City Name	Total Authorized Officers	Executive Level (Chief and 2 steps below)		Mid Level (Ranks 3 steps below the Chief to 1 step above First Line Supervisor)		First Line Supervisor		Line Officer (All ranks below First Line Supervisor)	
Bellevue, WA	178	6	3.4%	8	4.5%	22	12.4%	142	79.8%
Boca Raton, FL	198	8	4.0%	7	3.5%	24	12.1%	159	80.3%
Boise, ID	301	7	2.3%	12	4.0%	28	9.3%	254	84.4%
Boulder, CO	178	9	5.1%	0	0.0%	24	13.5%	145	81.5%
Broken Arrow, OK	130	5	3.8%	7	5.4%	17	13.1%	101	77.7%
Cedar Rapids, IA	206	5	2.4%	13	6.3%	27	13.1%	161	78.2%
Chesapeake, VA	387	5	1.3%	33	8.5%	38	9.8%	312	80.6%
Chula Vista, CA	237	4	1.7%	9	3.8%	25	10.5%	199	84.0%
Columbia, MO	163	5	3.1%	6	3.7%	22	13.5%	130	79.8%
Coral Springs, FL	208	7	3.4%	4	1.9%	25	12.0%	172	82.7%
Edmond, OK	120	7	5.8%	4	3.3%	13	10.8%	96	80.0%
Fort Collins, CO	198	14	7.1%	0	0.0%	23	11.6%	161	81.3%
Fremont, CA	188	11	5.9%	0	0.0%	30	16.0%	147	78.2%
Garland, TX	323	13	4.0%	0	0.0%	36	11.1%	274	84.8%
Grand Prairie, TX	259	5	1.9%	8	3.1%	26	10.0%	220	84.9%
Henderson, NV	389	9	2.3%	17	4.4%	35	9.0%	328	84.3%
Irving, TX	346	10	2.9%	17	4.9%	40	11.6%	279	80.6%
Lakewood, CO	258	13	5.0%	0	0.0%	34	13.2%	211	81.8%
Lawrence, KS	154	7	4.5%	0	0.0%	17	11.0%	130	84.4%
Lincoln, NE	320	18	5.6%	0	0.0%	51	15.9%	251	78.4%
Naperville, IL	168	3	1.8%	6	3.6%	25	14.9%	134	79.8%
Norman, OK	175	4	2.3%	7	4.0%	17	9.7%	147	84.0%
Olathe, KS	173	7	4.0%	4	2.3%	21	12.1%	141	81.5%
Overland Park, KS	250	7	2.8%	15	6.0%	29	11.6%	199	79.6%
Peoria, AZ	191	6	3.1%	10	5.2%	25	13.1%	150	78.5%
Plano, TX	356	7	2.0%	14	3.9%	38	10.7%	297	83.4%
Richardson, TX	151	6	4.0%	6	4.0%	19	12.6%	120	79.5%
San Angelo, TX	165	4	2.4%	7	4.2%	28	17.0%	126	76.4%
Springfield, MO	331	7	2.1%	13	3.9%	32	9.7%	279	84.3%
Average	231	8	3.5%	8	3.3%	27	12.1%	188	81.2%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Command Staff (Division Commanders and above)	Communications	Crime Analysis	Personnel	Professional Standards Internal Affairs Unit	Property Room	Police Records	Training	All Other
Alameda, CA	0 of 0	#DIV/0!	0	0	0	0	0	0	0	0	0
Bellevue, WA	17 of 178	9.6%	6	0	1	3	2	0	0	2	3
Boca Raton, FL	15 of 198	7.6%	8	0	0	1	3	0	0	3	0
Boise, ID	13 of 301	4.3%	7	0	0	1	0	0	0	2	3
Boulder, CO	12 of 178	6.7%	9	0	0	0	1	1	0	1	0
Broken Arrow, OK	15 of 130	11.5%	5	1	0	2	2	0	0	4	1
Cedar Rapids, IA	22 of 206	10.7%	5	0	0	0	1	0	0	1	15
Chesapeake, VA	53 of 387	13.7%	14	2	0	2	4	2	1	9	19
Chula Vista, CA	11 of 237	4.6%	4	1	0	3	2	0	0	1	0
Columbia, MO	21 of 163	12.9%	11	2	0	2	2	0	1	1	2
Coral Springs, FL	11 of 208	5.3%	7	0	0	0	1	0	0	3	0
Edmond, OK	12 of 120	10.0%	7	0	1	0	0	0	0	3	1
Fort Collins, CO	12 of 198	6.1%	5	0	0	5	2	0	0	0	0
Fremont, CA	9 of 188	4.8%	3	0	0	3	2	0	0	1	0
Garland, TX	30 of 323	9.3%	13	0	0	3	2	0	0	5	7
Grand Prairie, TX	20 of 259	7.7%	5	0	1	6	2	0	0	3	3
Henderson, NV	108 of 389	27.8%	9	0	0	3	4	0	0	21	71
Irving, TX	46 of 346	13.3%	10	1	0	4	2	0	0	5	24
Lakewood, CO	9 of 258	3.5%	4	0	0	0	3	0	0	2	0
Lawrence, KS	27 of 154	17.5%	7	1	0	0	1	2	0	3	13
Lincoln, NE	31 of 320	9.7%	18	0	0	1	1	0	0	5	6
Naperville, IL	14 of 168	8.3%	9	0	0	0	1	0	0	4	0
Norman, OK	17 of 175	9.7%	11	0	1	1	1	0	0	3	0
Olathe, KS	16 of 173	9.2%	7	0	0	3	2	0	0	2	2
Overland Park, KS	18 of 250	7.2%	7	0	0	3	4	0	0	3	1
Peoria, AZ	12 of 191	6.3%	6	0	0	1	3	0	0	2	0
Plano, TX	29 of 356	8.1%	7	0	0	0	5	0	0	3	14
Richardson, TX	9 of 151	6.0%	6	0	0	0	2	0	0	0	1
San Angelo, TX	26 of 165	15.8%	4	2	0	1	2	1	0	4	12
Springfield, MO	26 of 331	7.9%	7	0	3	2	3	0	0	11	0
Average	22 of 225	9.9%	7.4	0.3	0.2	1.7	2.0	0.2	0.1	3.6	6.6

A Coalition for Mutual Support

Benchmark City Survey – 2014 Data

Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Community Oriented Policing	Emergency Response Units	Intelligence	Investigations	K-9 Unit	Patrol	Traffic
Alameda, CA	0 of 0	#DIV/0!	0	0	0	0	0	0	0
Bellevue, WA	147 of 178	82.6%	10	0	1	23	4	89	20
Boca Raton, FL	169 of 198	85.4%	0	0	5	23	3	120	18
Boise, ID	263 of 301	87.4%	15	0	2	37	11	184	14
Boulder, CO	154 of 178	86.5%	0	0	1	21	0	117	15
Broken Arrow, OK	103 of 130	79.2%	0	0	0	13	4	76	10
Cedar Rapids, IA	161 of 206	78.2%	0	0	1	27	7	121	5
Chesapeake, VA	294 of 387	76.0%	0	0	6	44	8	224	12
Chula Vista, CA	190 of 237	80.2%	17	0	3	23	5	134	8
Columbia, MO	132 of 163	81.0%	6	1	0	19	2	94	10
Coral Springs, FL	164 of 208	78.8%	10	0	9	24	6	105	10
Edmond, OK	95 of 120	79.2%	0	0	0	13	3	68	11
Fort Collins, CO	160 of 198	80.8%	20	1	0	34	4	94	7
Fremont, CA	162 of 188	86.2%	0	0	2	23	4	119	14
Garland, TX	256 of 323	79.3%	31	0	7	43	4	152	19
Grand Prairie, TX	215 of 259	83.0%	8	5	6	36	2	144	14
Henderson, NV	269 of 389	69.2%	8	11	0	48	6	174	22
Irving, TX	247 of 346	71.4%	4	13	1	46	2	162	19
Lakewood, CO	225 of 258	87.2%	0	0	3	51	3	154	14
Lawrence, KS	118 of 154	76.6%	2	0	0	19	0	97	0
Lincoln, NE	264 of 320	82.5%	0	0	0	39	5	211	9
Naperville, IL	137 of 168	81.5%	0	0	2	26	3	100	6
Norman, OK	145 of 175	82.9%	1	0	0	22	3	113	6
Olathe, KS	139 of 173	80.3%	0	0	0	17	3	105	14
Overland Park, KS	177 of 250	70.8%	6	21	0	40	3	94	13
Peoria, AZ	169 of 191	88.5%	5	0	0	26	2	122	14
Plano, TX	298 of 356	83.7%	17	0	6	55	3	192	25
Richardson, TX	122 of 151	80.8%	0	0	0	28	2	85	7
San Angelo, TX	129 of 165	78.2%	4	0	2	24	4	89	6
Springfield, MO	288 of 331	87.0%	24	7	0	52	6	180	19
Average	181 of 225	80.5%	6.3	2.0	1.9	29.9	3.7	124.0	12.0

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Officer Assignments

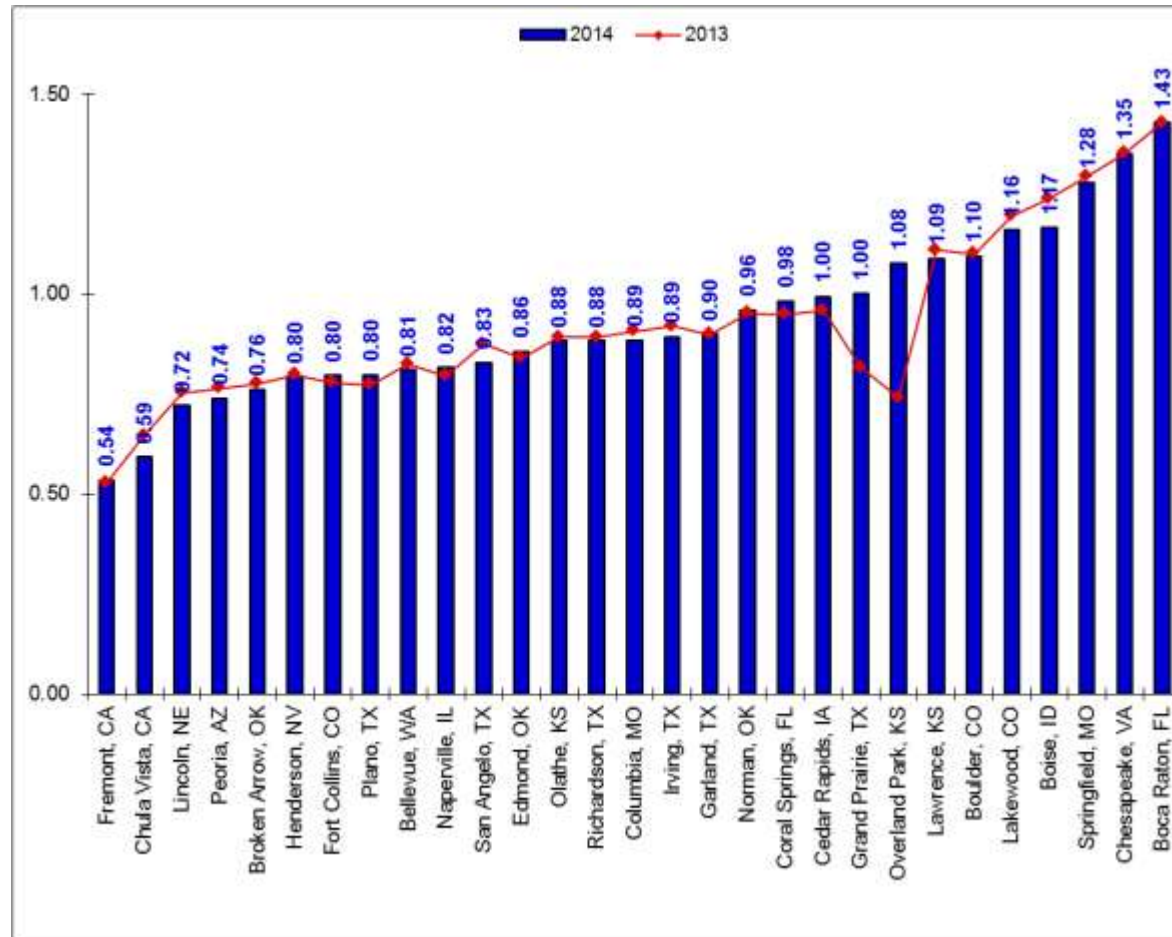
City Name	Total Authorized Strength	% of Total Authorized Strength	Crime Prevention	DARE or Equivalent Program	Evidence Technician Crime Lab	Narcotics	School Resource Officers	Task Force
Alameda, CA	0 of 0	#DIV/0!	0	0	0	0	0	0
Bellevue, WA	14 of 178	7.9%	2	0	0	5	7	0
Boca Raton, FL	14 of 198	7.1%	5	0	0	8	0	1
Boise, ID	25 of 301	8.3%	0	0	0	6	17	2
Boulder, CO	12 of 178	6.7%	3	0	0	0	5	4
Broken Arrow, OK	12 of 130	9.2%	0	0	2	5	4	1
Cedar Rapids, IA	23 of 206	11.2%	0	0	5	7	7	4
Chesapeake, VA	40 of 387	10.3%	3	0	2	23	11	1
Chula Vista, CA	36 of 237	15.2%	0	0	0	5	10	21
Columbia, MO	10 of 163	6.1%	0	0	0	5	4	1
Coral Springs, FL	31 of 208	14.9%	0	0	0	9	17	5
Edmond, OK	13 of 120	10.8%	1	0	1	2	6	3
Fort Collins, CO	26 of 198	13.1%	0	0	5	0	12	9
Fremont, CA	17 of 188	9.0%	0	0	6	0	7	4
Garland, TX	37 of 323	11.5%	0	0	0	7	25	5
Grand Prairie, TX	24 of 259	9.3%	2	0	0	5	14	3
Henderson, NV	12 of 389	3.1%	0	2	0	8	0	2
Irving, TX	53 of 346	15.3%	6	0	6	17	23	1
Lakewood, CO	19 of 258	7.4%	0	0	1	0	7	11
Lawrence, KS	9 of 154	5.8%	0	0	0	4	4	1
Lincoln, NE	25 of 320	7.8%	2	0	1	15	6	1
Naperville, IL	17 of 168	10.1%	0	0	0	9	8	0
Norman, OK	13 of 175	7.4%	2	0	0	9	0	2
Olathe, KS	18 of 173	10.4%	0	0	1	4	11	2
Overland Park, KS	34 of 250	13.6%	1	0	2	4	22	5
Peoria, AZ	10 of 191	5.2%	0	0	0	4	4	2
Plano, TX	29 of 356	8.1%	3	0	0	10	11	5
Richardson, TX	20 of 151	13.2%	6	0	0	0	12	2
San Angelo, TX	10 of 165	6.1%	2	2	0	6	0	0
Springfield, MO	17 of 331	5.1%	2	0	0	11	0	4
Average	21 of 225	9.3%	1.3	0.1	1.1	6.3	8.5	3.4

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Number of First Responders Per 1,000 Citizens, 2-Year Comparison

2014 Average Number of First Responders per 1,000 Citizen is 0.93



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Number of First Responders Per 1,000 Citizens, 5-Year Comparison

2014 Average Number of First Responders per 1,000 Citizen is 0.93

City Name	City Population	First Responders	2014	2013	2012	2011	2010
Bellevue, WA	134,400	109	0.81	0.83	0.81	0.75	0.87
Boca Raton, FL	85,329	122	1.43	1.43	1.43	1.41	1.43
Boise, ID	217,730	254	1.17	1.24	1.25	1.27	1.06
Boulder, CO	103,163	113	1.10	1.10	1.03	0.98	0.98
Broken Arrow, OK	105,000	80	0.76	0.78	0.80	0.79	0.79
Cedar Rapids, IA	128,642	128	1.00	0.96	0.96	0.95	0.97
Chesapeake, VA	228,513	309	1.35	1.35	1.35	1.34	1.35
Chula Vista, CA	256,139	152	0.59	0.65	0.57	0.56	0.61
Columbia, MO	117,381	104	0.89	0.91	0.93	0.91	0.91
Coral Springs, FL	121,096	119	0.98	0.95	0.96	0.96	0.91
Edmond, OK	87,475	75	0.86	0.84	0.93	0.92	0.93
Fort Collins, CO	155,400	124	0.80	0.78	0.83	0.83	0.76
Fremont, CA	220,000	118	0.54	0.53	0.51	0.49	0.45
Garland, TX	233,206	210	0.90	0.90	0.92	0.86	0.86
Grand Prairie, TX	183,816	184	1.00	0.82	0.82	0.67	
Henderson, NV	279,226	222	0.80	0.80	0.82	0.80	0.90
Irving, TX	227,030	203	0.89	0.92	0.93	0.93	0.94
Lakewood, CO	147,220	171	1.16	1.20	1.15	1.15	1.12
Lawrence, KS	94,586	103	1.09	1.11	1.08	1.08	1.02
Lincoln, NE	268,738	194	0.72	0.75	0.77	0.76	0.77
Naperville, IL	143,289	117	0.82	0.80	0.78	0.80	0.80
Norman, OK	117,520	113	0.96	0.95	0.95	0.96	0.91
Olathe, KS	132,437	117	0.88	0.89	0.91	0.91	0.92
Overland Park, KS	184,706	199	1.08	0.74	0.75	0.76	0.87
Peoria, AZ	164,825	122	0.74	0.77	0.77		
Plano, TX	269,330	215	0.80	0.77	0.79	0.78	0.77
Richardson, TX	101,820	90	0.88	0.89	0.90	0.90	0.88
San Angelo, TX	100,111	83	0.83	0.88	1.06	1.01	1.07
Springfield, MO	164,122	210	1.28	1.29	1.19	1.24	1.08
Average	164,560	150.3	0.93	0.92	0.88	0.86	0.85

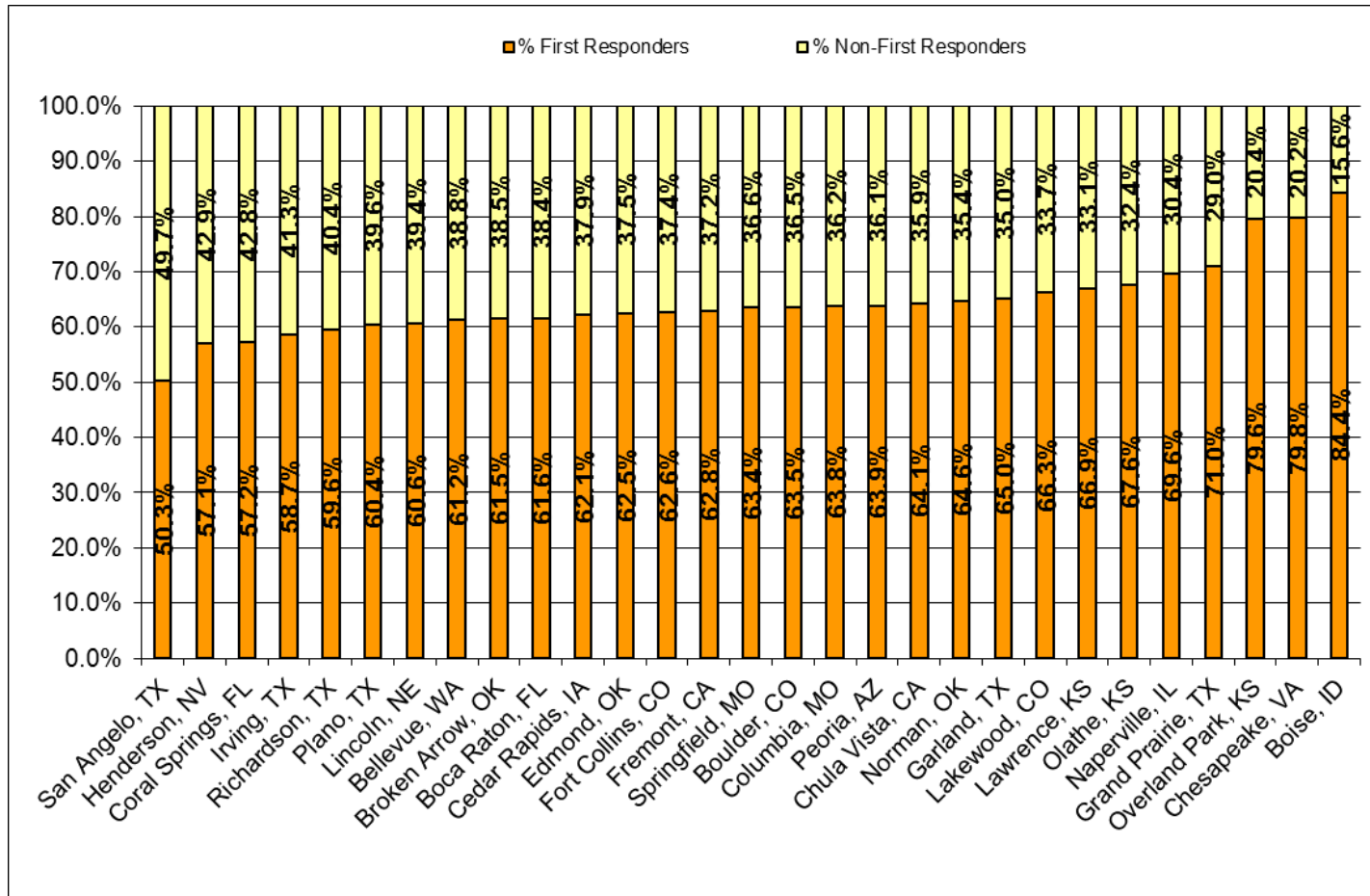
First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

First Responders vs. Non-First Responders

2014 Average is 64.5% (First Responders) and 35.5% (Non-First Responders)



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

First Responders vs. Non-First Responders

2014 Average is 64.5% (First Responders) and 35.5% (Non-First Responders)

City Name	All Officers	First Responders	Non-First Responders	% First Responders	% Non-First Responders	Ratio: First Responders to Non-First Responders	
San Angelo, TX	165	83	82	50.3%	49.7%	1.01	to 1
Henderson, NV	389	222	167	57.1%	42.9%	1.33	to 1
Coral Springs, FL	208	119	89	57.2%	42.8%	1.34	to 1
Irving, TX	346	203	143	58.7%	41.3%	1.42	to 1
Richardson, TX	151	90	61	59.6%	40.4%	1.48	to 1
Plano, TX	356	215	141	60.4%	39.6%	1.52	to 1
Lincoln, NE	320	194	126	60.6%	39.4%	1.54	to 1
Bellevue, WA	178	109	69	61.2%	38.8%	1.58	to 1
Broken Arrow, OK	130	80	50	61.5%	38.5%	1.60	to 1
Boca Raton, FL	198	122	76	61.6%	38.4%	1.61	to 1
Cedar Rapids, IA	206	128	78	62.1%	37.9%	1.64	to 1
Edmond, OK	120	75	45	62.5%	37.5%	1.67	to 1
Fort Collins, CO	198	124	74	62.6%	37.4%	1.68	to 1
Fremont, CA	188	118	70	62.8%	37.2%	1.69	to 1
Springfield, MO	331	210	121	63.4%	36.6%	1.74	to 1
Boulder, CO	178	113	65	63.5%	36.5%	1.74	to 1
Columbia, MO	163	104	59	63.8%	36.2%	1.76	to 1
Peoria, AZ	191	122	69	63.9%	36.1%	1.77	to 1
Chula Vista, CA	237	152	85	64.1%	35.9%	1.79	to 1
Norman, OK	175	113	62	64.6%	35.4%	1.82	to 1
Garland, TX	323	210	113	65.0%	35.0%	1.86	to 1
Lakewood, CO	258	171	87	66.3%	33.7%	1.97	to 1
Lawrence, KS	154	103	51	66.9%	33.1%	2.02	to 1
Olathe, KS	173	117	56	67.6%	32.4%	2.09	to 1
Naperville, IL	168	117	51	69.6%	30.4%	2.29	to 1
Grand Prairie, TX	259	184	75	71.0%	29.0%	2.45	to 1
Overland Park, KS	250	199	51	79.6%	20.4%	3.90	to 1
Chesapeake, VA	387	309	78	79.8%	20.2%	3.96	to 1
Boise, ID	301	254	47	84.4%	15.6%	5.40	to 1
Average	231	150	81	64.5%	35.5%	1.99	to 1

First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

Section A - Demographics

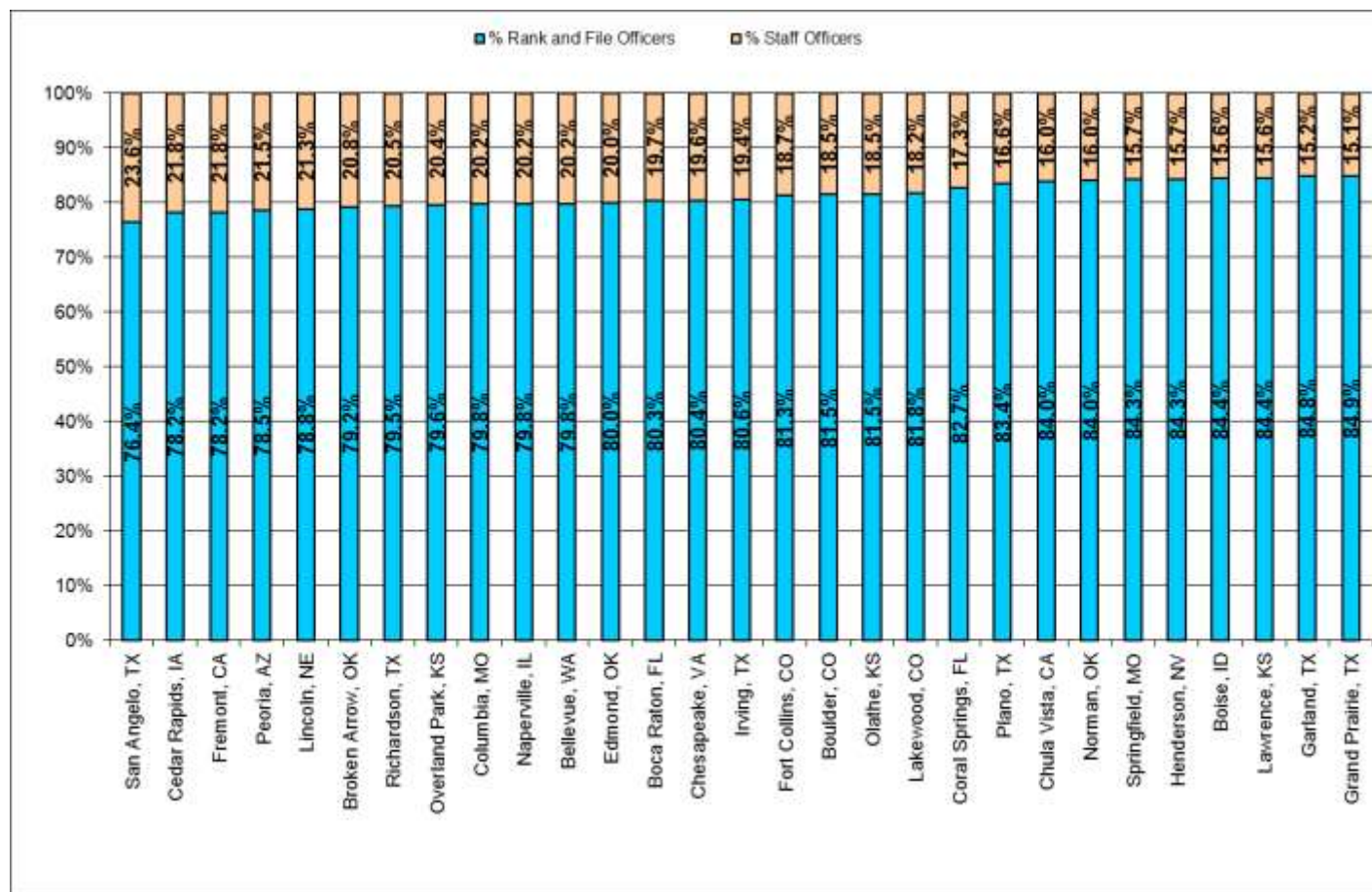
A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Rank and File Officers and Staff Officers as a % of All Officers

2014 Average is 81.2% (Rank & File Officers) and 18.8% (Staff Officers)

2014 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.43



Rank and File Officers are defined as any Officer below the rank of First Line Supervisor.
Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Rank and File Officers and Staff Officers as a % of All Officers

2014 Average is 81.2% (Rank & File Officers) and 18.8% (Staff Officers)

2014 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.43

City Name	Authorized Strength	Staff Officers	Rank and File	% Rank and File Officers	% Staff Officers	Ratio of Staff Officers to Rank and File	
San Angelo, TX	165	39	126	76.4%	23.6%	1 to	3.23
Cedar Rapids, IA	206	45	161	78.2%	21.8%	1 to	3.58
Fremont, CA	188	41	147	78.2%	21.8%	1 to	3.59
Peoria, AZ	191	41	150	78.5%	21.5%	1 to	3.66
Lincoln, NE	320	68	252	78.8%	21.3%	1 to	3.71
Broken Arrow, OK	130	27	103	79.2%	20.8%	1 to	3.81
Richardson, TX	151	31	120	79.5%	20.5%	1 to	3.87
Overland Park, KS	250	51	199	79.6%	20.4%	1 to	3.90
Columbia, MO	163	33	130	79.8%	20.2%	1 to	3.94
Naperville, IL	168	34	134	79.8%	20.2%	1 to	3.94
Bellevue, WA	178	36	142	79.8%	20.2%	1 to	3.94
Edmond, OK	120	24	96	80.0%	20.0%	1 to	4.00
Boca Raton, FL	198	39	159	80.3%	19.7%	1 to	4.08
Chesapeake, VA	387	76	311	80.4%	19.6%	1 to	4.09
Irving, TX	346	67	279	80.6%	19.4%	1 to	4.16
Fort Collins, CO	198	37	161	81.3%	18.7%	1 to	4.35
Boulder, CO	178	33	145	81.5%	18.5%	1 to	4.39
Olathe, KS	173	32	141	81.5%	18.5%	1 to	4.41
Lakewood, CO	258	47	211	81.8%	18.2%	1 to	4.49
Coral Springs, FL	208	36	172	82.7%	17.3%	1 to	4.78
Plano, TX	356	59	297	83.4%	16.6%	1 to	5.03
Chula Vista, CA	237	38	199	84.0%	16.0%	1 to	5.24
Norman, OK	175	28	147	84.0%	16.0%	1 to	5.25
Springfield, MO	331	52	279	84.3%	15.7%	1 to	5.37
Henderson, NV	389	61	328	84.3%	15.7%	1 to	5.38
Boise, ID	301	47	254	84.4%	15.6%	1 to	5.40
Lawrence, KS	154	24	130	84.4%	15.6%	1 to	5.42
Garland, TX	323	49	274	84.8%	15.2%	1 to	5.59
Grand Prairie, TX	259	39	220	84.9%	15.1%	1 to	5.64
Average	231	43	189	81.2%	18.8%	1 to	4.43

Rank and File Officers are defined as any Officer below the rank of First Line Supervisor.

Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.

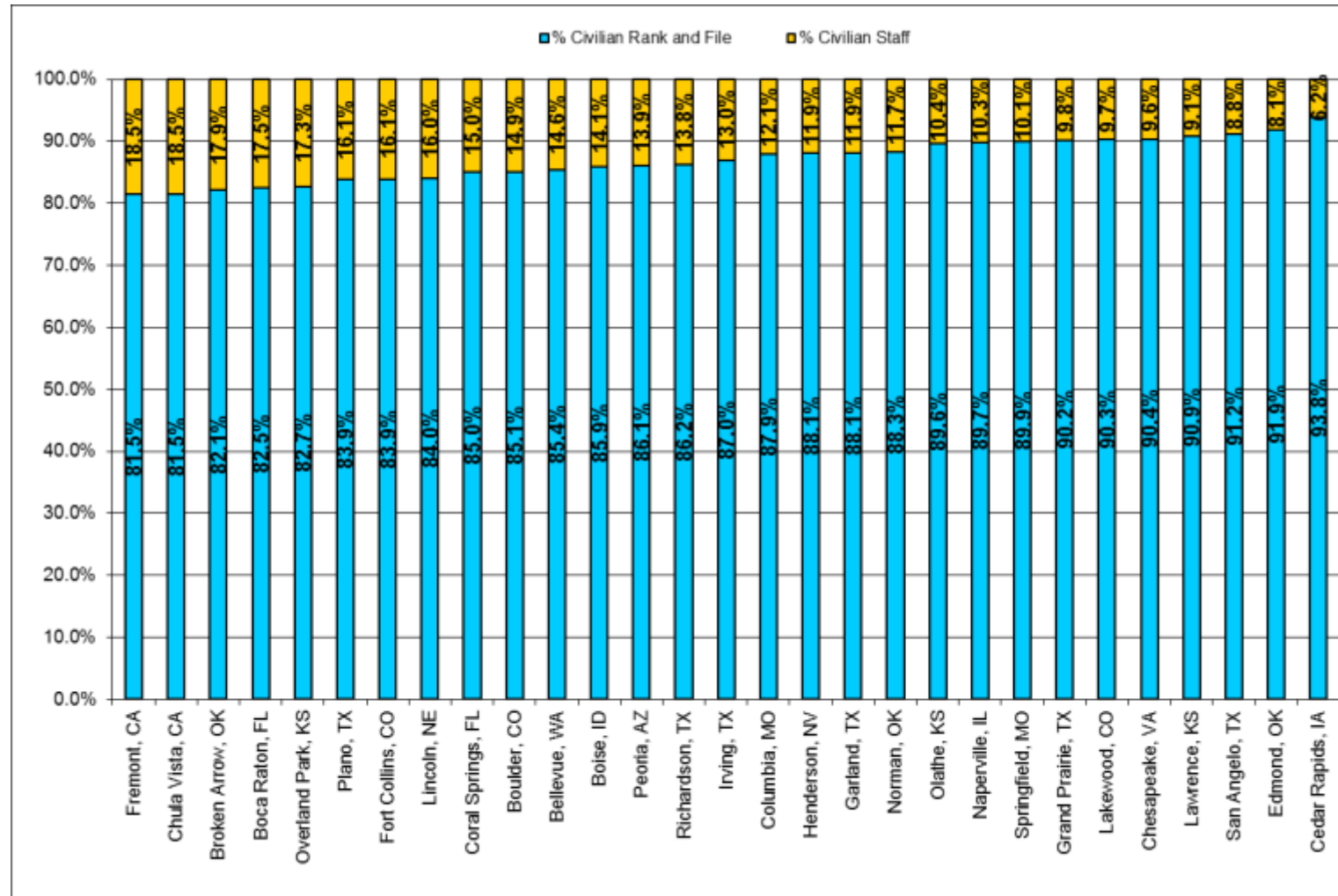
A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Civilian Staff and Civilian Rank & File as a % of Total Civilian Strength

2014 Average is 87.0% (Rank & File Civilians) and 13.0% (Staff Civilians)

2014 Average Ratio of Staff Civilians to Rank & File Civilians is 1 to 6.52



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Civilian Staff and Civilian Rank & File as a % of Total Strength

2014 Average is 87.0% (Rank & File Civilians) and 13.0% (Staff Civilians)

2014 Average Ratio of Staff Civilians to Rank & File Civilians is 1 to 6.52

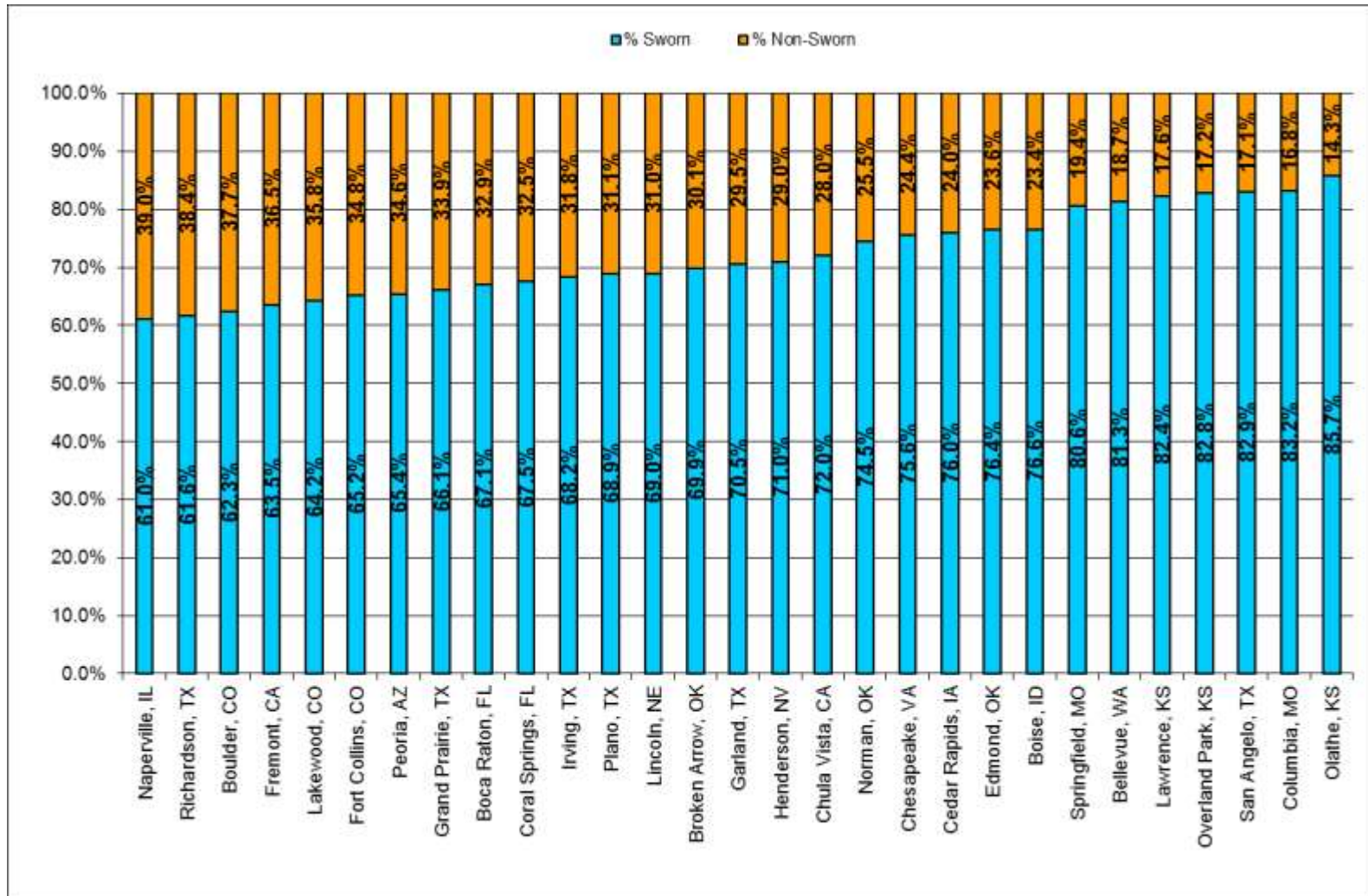
City Name	Authorized Civilian Strength	Civilian Staff	Civilian Rank and File	% Civilian Rank and File	% Civilian Staff	Ratio of Civilian Staff to Civilian Rank and File
Fremont, CA	108	20	88	81.5%	18.5%	1 to 4.40
Chula Vista, CA	92	17	75	81.5%	18.5%	1 to 4.41
Broken Arrow, OK	56	10	46	82.1%	17.9%	1 to 4.60
Boca Raton, FL	97	17	80	82.5%	17.5%	1 to 4.71
Overland Park, KS	52	9	43	82.7%	17.3%	1 to 4.78
Plano, TX	161	26	135	83.9%	16.1%	1 to 5.19
Fort Collins, CO	106	17	89	83.9%	16.1%	1 to 5.21
Lincoln, NE	144	23	121	84.0%	16.0%	1 to 5.26
Coral Springs, FL	100	15	85	85.0%	15.0%	1 to 5.67
Boulder, CO	108	16	92	85.1%	14.9%	1 to 5.72
Bellevue, WA	41	6	35	85.4%	14.6%	1 to 5.83
Boise, ID	92	13	79	85.9%	14.1%	1 to 6.08
Peoria, AZ	101	14	87	86.1%	13.9%	1 to 6.21
Richardson, TX	94	13	81	86.2%	13.8%	1 to 6.23
Irving, TX	161	21	140	87.0%	13.0%	1 to 6.67
Columbia, MO	33	4	29	87.9%	12.1%	1 to 7.25
Henderson, NV	159	19	140	88.1%	11.9%	1 to 7.37
Garland, TX	135	16	119	88.1%	11.9%	1 to 7.44
Norman, OK	60	7	53	88.3%	11.7%	1 to 7.57
Olathe, KS	29	3	26	89.6%	10.4%	1 to 8.58
Naperville, IL	107	11	96	89.7%	10.3%	1 to 8.75
Springfield, MO	80	8	72	89.9%	10.1%	1 to 8.94
Grand Prairie, TX	133	13	120	90.2%	9.8%	1 to 9.23
Lakewood, CO	144	14	130	90.3%	9.7%	1 to 9.29
Chesapeake, VA	125	12	113	90.4%	9.6%	1 to 9.42
Lawrence, KS	33	3	30	90.9%	9.1%	1 to 10.00
San Angelo, TX	34	3	31	91.2%	8.8%	1 to 10.33
Edmond, OK	37	3	34	91.9%	8.1%	1 to 11.33
Cedar Rapids, IA	65	4	61	93.8%	6.2%	1 to 15.25
Average	93	13	83	87.0%	13.0%	1 to 6.52

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Sworn and Non-Sworn as a % of Total Strength

2014 Average is 72.1% Sworn and 27.9% Non-Sworn



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data **Sworn and Non-Sworn as a % of Total Strength**

2014 Average is 72.1% Sworn and 27.9% Non-Sworn

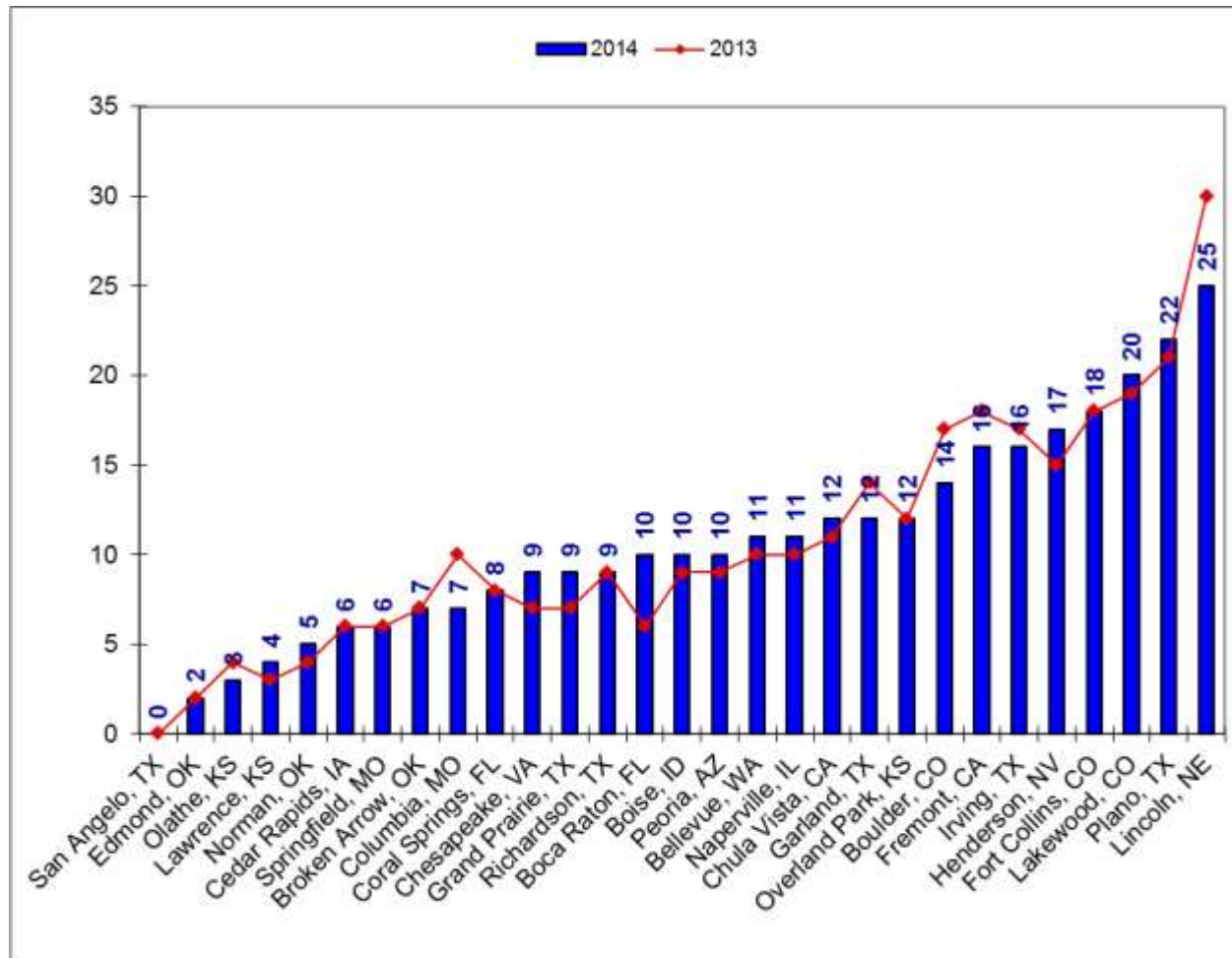
City Name	Authorized Personnel	Sworn	Non-Sworn	% Sworn	% Non-Sworn
Naperville, IL	275	168	107	61.0%	39.0%
Richardson, TX	245	151	94	61.6%	38.4%
Boulder, CO	286	178	108	62.3%	37.7%
Fremont, CA	296	188	108	63.5%	36.5%
Lakewood, CO	402	258	144	64.2%	35.8%
Fort Collins, CO	304	198	106	65.2%	34.8%
Peoria, AZ	292	191	101	65.4%	34.6%
Grand Prairie, TX	392	259	133	66.1%	33.9%
Boca Raton, FL	295	198	97	67.1%	32.9%
Coral Springs, FL	308	208	100	67.5%	32.5%
Irving, TX	507	346	161	68.2%	31.8%
Plano, TX	517	356	161	68.9%	31.1%
Lincoln, NE	464	320	144	69.0%	31.0%
Broken Arrow, OK	186	130	56	69.9%	30.1%
Garland, TX	458	323	135	70.5%	29.5%
Henderson, NV	548	389	159	71.0%	29.0%
Chula Vista, CA	329	237	92	72.0%	28.0%
Norman, OK	235	175	60	74.5%	25.5%
Chesapeake, VA	512	387	125	75.6%	24.4%
Cedar Rapids, IA	271	206	65	76.0%	24.0%
Edmond, OK	157	120	37	76.4%	23.6%
Boise, ID	393	301	92	76.6%	23.4%
Springfield, MO	411	331	80	80.6%	19.4%
Bellevue, WA	219	178	41	81.3%	18.7%
Lawrence, KS	187	154	33	82.4%	17.6%
Overland Park, KS	302	250	52	82.8%	17.2%
San Angelo, TX	199	165	34	82.9%	17.1%
Columbia, MO	196	163	33	83.2%	16.8%
Olathe, KS	202	173	29	85.7%	14.3%
Average	324	231	93	72.1%	27.9%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Women in Staff Positions, 2-Year Comparison

2014 Average is 10.7 Women in Staff Positions



Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Women in Staff Positions, 5-Year Comparison

2014 Average is 10.7 Women in Staff Positions

City Name	2014	2013	2012	2011	2010
Bellevue, WA	11	10	12	12	11
Boca Raton, FL	10	6	5	6	6
Boise, ID	10	9	10	7	9
Boulder, CO	14	17	18	18	16
Broken Arrow, OK	7	7	8	6	6
Cedar Rapids, IA	6	6	7	5	5
Chesapeake, VA	9	7	8	7	7
Chula Vista, CA	12	11	10	11	10
Columbia, MO	7	10	6	8	7
Coral Springs, FL	8	8	8	8	8
Edmond, OK	2	2	2	2	2
Fort Collins, CO	18	18	15	15	8
Fremont, CA	16	18	18	17	18
Garland, TX	12	14	11	11	11
Grand Prairie, TX	9	7	2	1	
Henderson, NV	17	15	16	21	28
Irving, TX	16	17	17	17	15
Lakewood, CO	20	19	14	12	11
Lawrence, KS	4	3	2	2	3
Lincoln, NE	25	30	23	23	23
Naperville, IL	11	10	12	12	14
Norman, OK	5	4	4	4	4
Olathe, KS	3	4	4	4	4
Overland Park, KS	12	12	12	9	8
Peoria, AZ	10	9	8		
Plano, TX	22	21	21	21	18
Richardson, TX	9	9	9	9	9
San Angelo, TX	0	0	0	1	1
Springfield, MO	6	6	7	7	6
Average	10.7	10.7	10.0	8.5	8.5

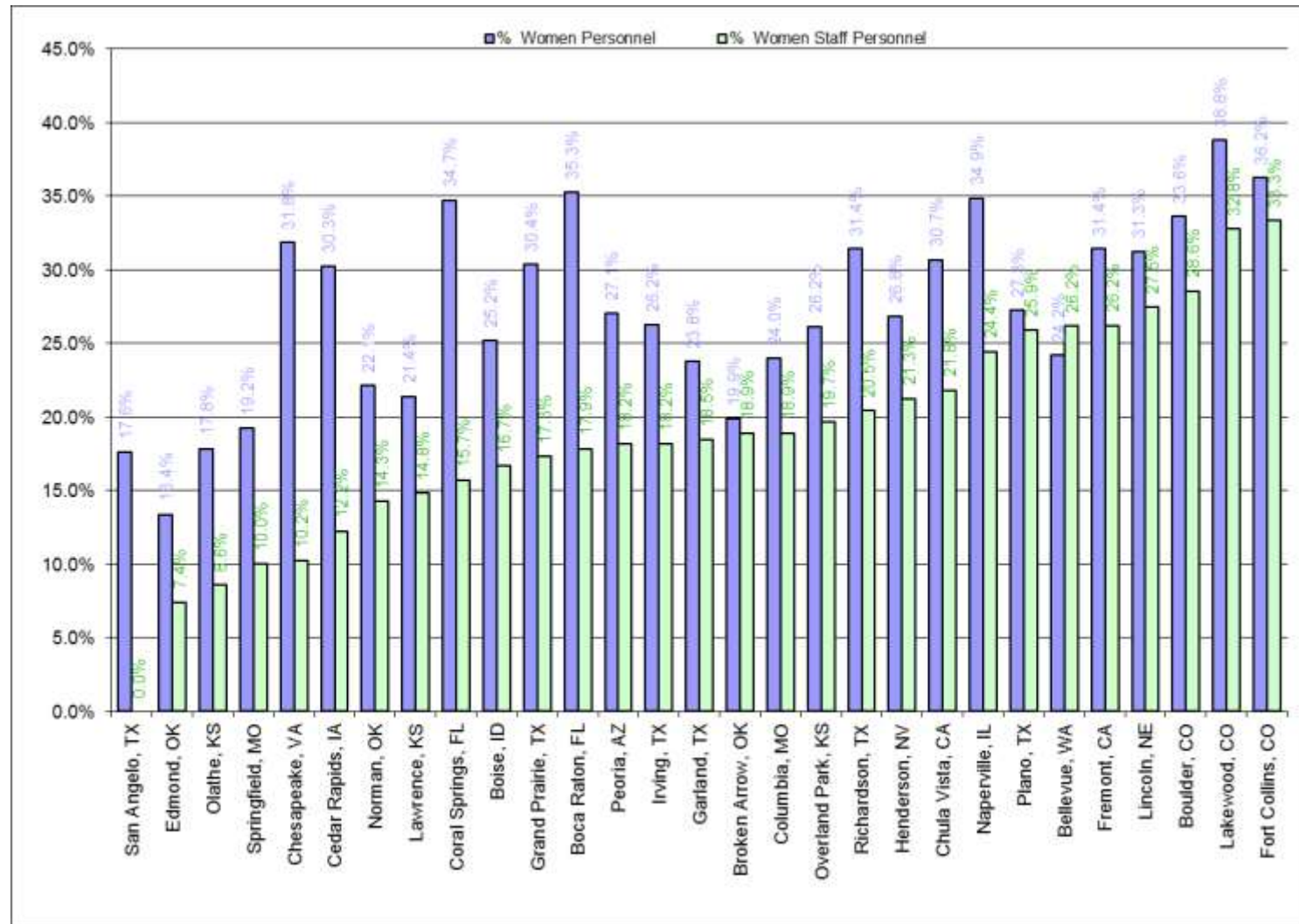
Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percentage of Women in Staff Positions compared to Percentage of All Women Personnel

2014 Average Percentage of Women in Staff Positions is 19.5%



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percentage of Women in Staff Positions

2014 Average Percentage of Women in Staff Positions is 19.5%

City Name	Assigned Personnel	Women Personnel	% Women Personnel	All Staff Personnel	Women Staff Personnel	% Women Staff Personnel
San Angelo, TX	199	35	17.6%	42	0	0.0%
Edmond, OK	157	21	13.4%	27	2	7.4%
Olathe, KS	202	36	17.8%	35	3	8.6%
Springfield, MO	411	79	19.2%	60	6	10.0%
Chesapeake, VA	512	163	31.8%	88	9	10.2%
Cedar Rapids, IA	271	82	30.3%	49	6	12.2%
Norman, OK	235	52	22.1%	35	5	14.3%
Lawrence, KS	187	40	21.4%	27	4	14.8%
Coral Springs, FL	308	107	34.7%	51	8	15.7%
Boise, ID	393	99	25.2%	60	10	16.7%
Grand Prairie, TX	392	119	30.4%	52	9	17.3%
Boca Raton, FL	295	104	35.3%	56	10	17.9%
Peoria, AZ	292	79	27.1%	55	10	18.2%
Irving, TX	507	133	26.2%	88	16	18.2%
Garland, TX	458	109	23.8%	65	12	18.5%
Broken Arrow, OK	186	37	19.9%	37	7	18.9%
Columbia, MO	196	47	24.0%	37	7	18.9%
Overland Park, KS	302	79	26.2%	61	12	19.7%
Richardson, TX	245	77	31.4%	44	9	20.5%
Henderson, NV	548	147	26.8%	80	17	21.3%
Chula Vista, CA	329	101	30.7%	55	12	21.8%
Naperville, IL	275	96	34.9%	45	11	24.4%
Plano, TX	499	136	27.3%	85	22	25.9%
Bellevue, WA	219	53	24.2%	42	11	26.2%
Fremont, CA	296	93	31.4%	61	16	26.2%
Lincoln, NE	464	145	31.3%	91	25	27.5%
Boulder, CO	286	96	33.6%	49	14	28.6%
Lakewood, CO	402	156	38.8%	61	20	32.8%
Fort Collins, CO	304	110	36.2%	54	18	33.3%
Average	323	91	27.3%	55	11	19.5%

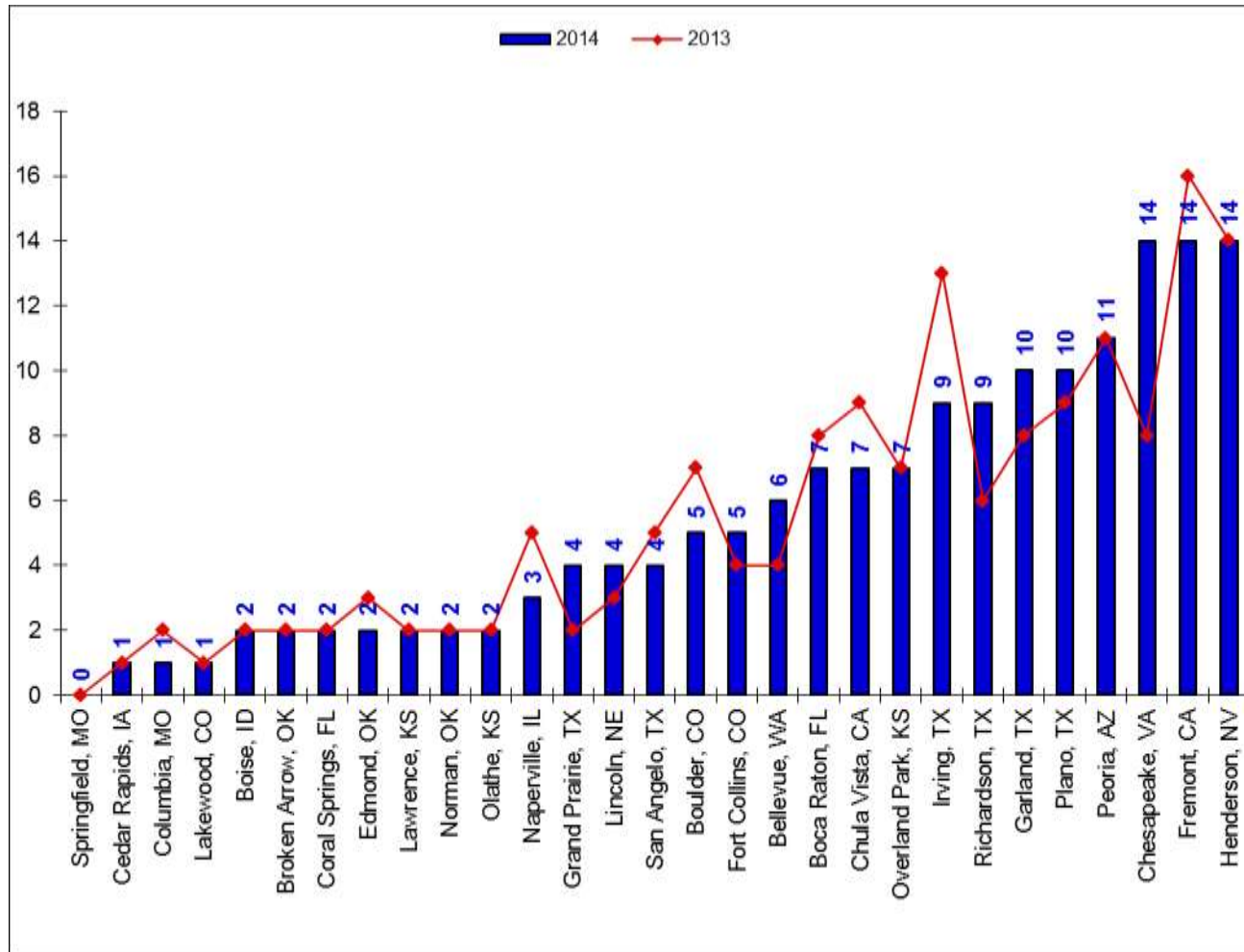
Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Minorities in Staff Positions, 2-Year Comparison

2014 Average is 5.5 Minorities in Staff Positions



Sergeant & above and Civilian equivalents

A Coalition for Mutual Support
Benchmark City Survey - 2014 Data
Minorities in Staff Positions, 5-Year Comparison

2014 Average is 5.5 Minorities in Staff Positions

City Name	2014	2013	2012	2011	2010
Bellevue, WA	6	4	4	4	4
Boca Raton, FL	7	8	7	7	7
Boise, ID	2	2	2	1	3
Boulder, CO	5	7	7	7	7
Broken Arrow, OK	2	2	2	2	2
Cedar Rapids, IA	1	1	1	1	1
Chesapeake, VA	14	8	10	8	8
Chula Vista, CA	7	9	9	9	10
Columbia, MO	1	2	2	3	3
Coral Springs, FL	2	2	2	2	2
Edmond, OK	2	3	3	3	3
Fort Collins, CO	5	4	3	3	3
Fremont, CA	14	16	14	12	9
Garland, TX	10	8	6	6	5
Grand Prairie, TX	4	2	2	1	
Henderson, NV	14	14	12	10	13
Irving, TX	9	13	9	8	8
Lakewood, CO	1	1	2	1	1
Lawrence, KS	2	2	2	2	2
Lincoln, NE	4	3	3	3	3
Naperville, IL	3	5	2	2	2
Norman, OK	2	2	1	1	1
Olathe, KS	2	2	2	2	2
Overland Park, KS	7	7	7	6	6
Peoria, AZ	11	11	9		
Plano, TX	10	9	9	10	10
Richardson, TX	9	6	2	2	1
San Angelo, TX	4	5	5	5	6
Springfield, MO	0	0	0	0	
Average	5.5	5.4	4.8	4.3	4.7

Sergeant & above and Civilian equivalents

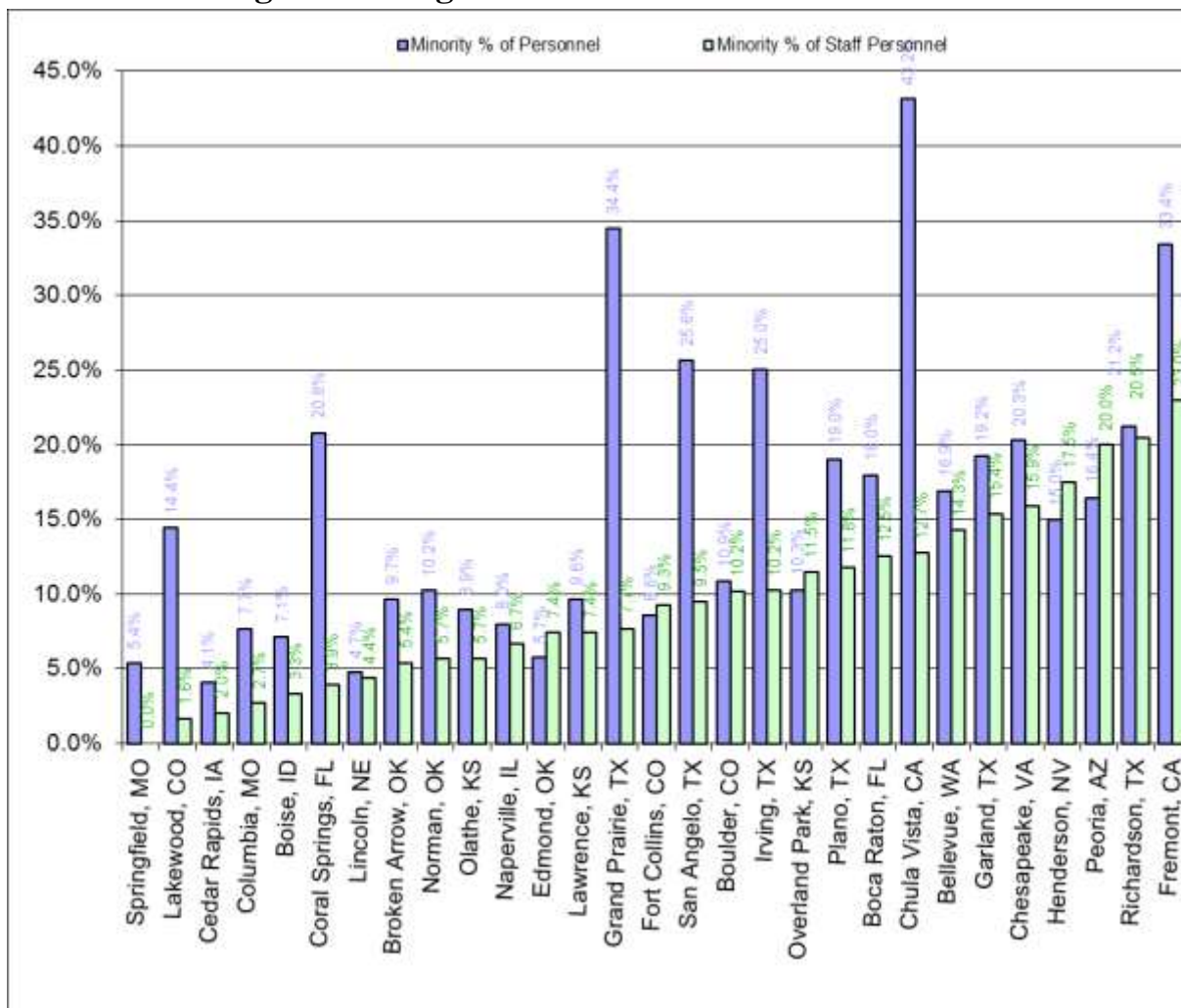
Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percentage of Minorities in Staff Positions compared to Percentage of All Minority Personnel

2014 Average Percentage of Minorities in Staff Positions is 15.6%



Sergeant & above and Civilian equivalents

Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percentage of Minorities in Staff Positions

2014 Average Percentage of Minorities in Staff Positions is 15.6%

City Name	Assigned Personnel	Minority Personnel	Minority % of Personnel	Assigned Staff Personnel	Minority Staff Personnel	Minority % of Staff Personnel
Springfield, MO	411	22	5.4%	60	0	0.0%
Lakewood, CO	402	58	14.4%	61	1	1.6%
Cedar Rapids, IA	271	11	4.1%	49	1	2.0%
Columbia, MO	196	15	7.7%	37	1	2.7%
Boise, ID	393	28	7.1%	60	2	3.3%
Coral Springs, FL	308	64	20.8%	51	2	3.9%
Lincoln, NE	464	22	4.7%	91	4	4.4%
Broken Arrow, OK	186	18	9.7%	37	2	5.4%
Norman, OK	235	24	10.2%	35	2	5.7%
Olathe, KS	202	18	8.9%	35	2	5.7%
Naperville, IL	275	22	8.0%	45	3	6.7%
Edmond, OK	157	9	5.7%	27	2	7.4%
Lawrence, KS	187	18	9.6%	27	2	7.4%
Grand Prairie, TX	392	135	34.4%	52	4	7.7%
Fort Collins, CO	304	26	8.6%	54	5	9.3%
San Angelo, TX	199	51	25.6%	42	4	9.5%
Boulder, CO	286	31	10.9%	49	5	10.2%
Irving, TX	507	127	25.0%	88	9	10.2%
Overland Park, KS	302	31	10.3%	61	7	11.5%
Plano, TX	499	95	19.0%	85	10	11.8%
Boca Raton, FL	295	53	18.0%	56	7	12.5%
Chula Vista, CA	329	142	43.2%	55	7	12.7%
Bellevue, WA	219	37	16.9%	42	6	14.3%
Garland, TX	458	88	19.2%	65	10	15.4%
Chesapeake, VA	512	104	20.3%	88	14	15.9%
Henderson, NV	548	82	15.0%	80	14	17.5%
Peoria, AZ	292	48	16.4%	55	11	20.0%
Richardson, TX	245	52	21.2%	44	9	20.5%
Fremont, CA	296	99	33.4%	61	14	23.0%
Average	323	53	15.6%	55	6	9.6%

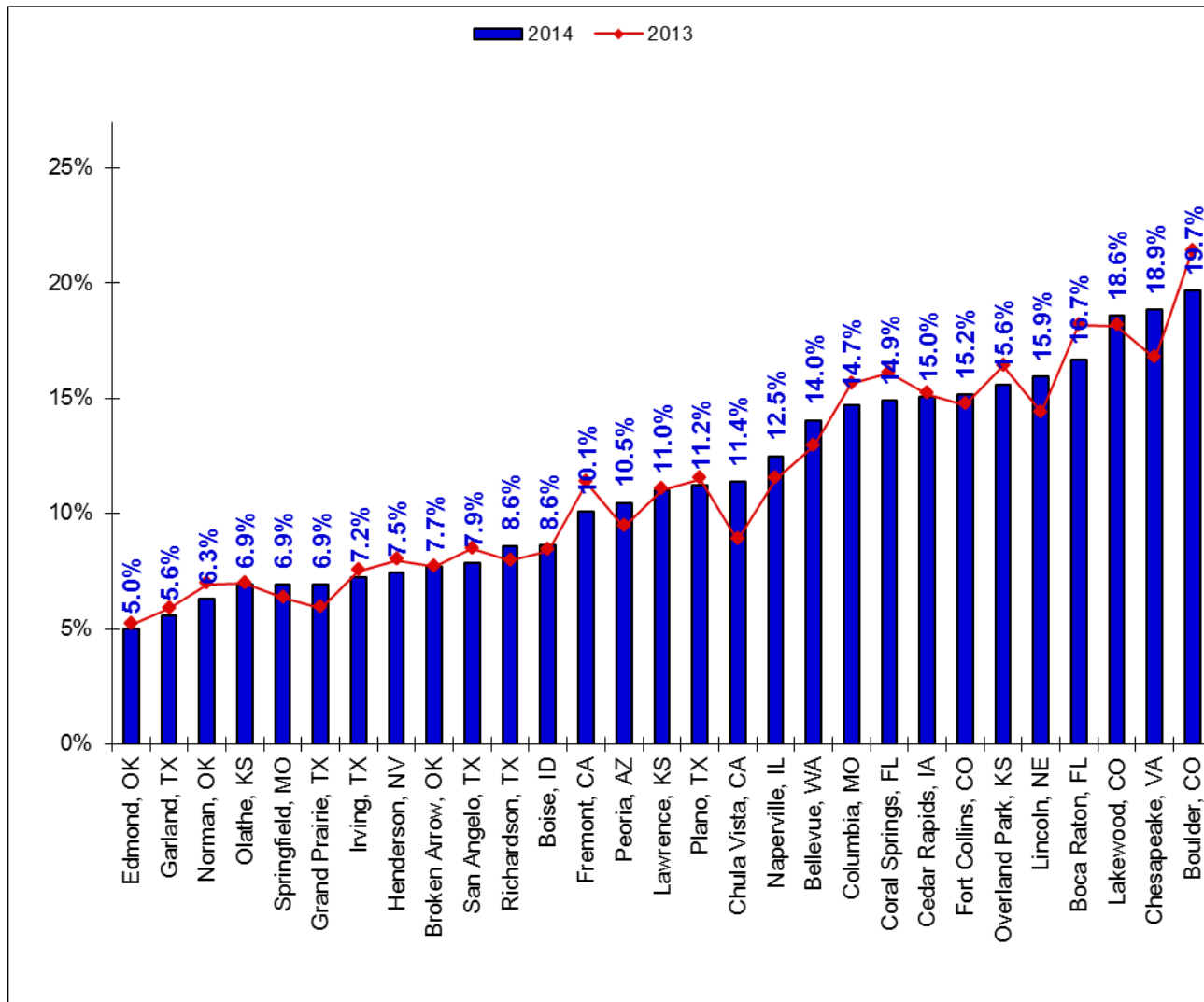
Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Female Officers, 2-Year Comparison

2014 Average is 11.4% Female Officers



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Female Officers, 5-Year Comparison

2014 Average is 11.4% Female Officers

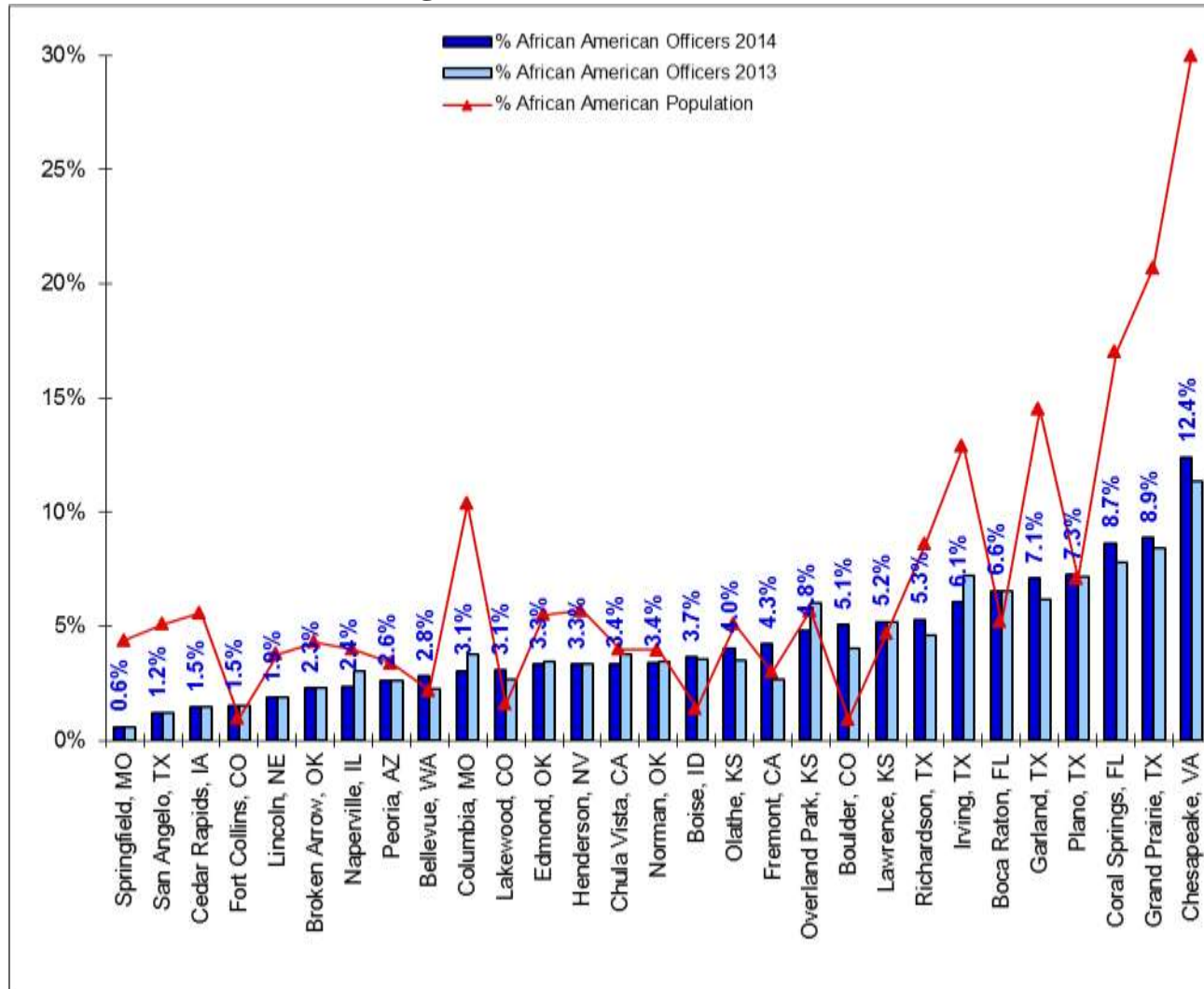
City Name	Assigned Officers	Female Officers	2014	2013	2012	2011	2010
Bellevue, WA	178	25	14.0%	12.9%	13.1%	13.5%	12.2%
Boca Raton, FL	198	33	16.7%	18.2%	18.9%	18.3%	17.7%
Boise, ID	301	26	8.6%	8.4%	9.6%	9.3%	9.3%
Boulder, CO	178	35	19.7%	21.4%	21.4%	22.6%	23.4%
Broken Arrow, OK	130	10	7.7%	7.7%	8.9%	9.6%	10.7%
Cedar Rapids, IA	206	31	15.0%	15.2%	15.3%	15.8%	15.8%
Chesapeake, VA	387	73	18.9%	16.8%	17.1%	16.6%	16.1%
Chula Vista, CA	237	27	11.4%	8.9%	11.1%	11.2%	10.7%
Columbia, MO	163	24	14.7%	15.6%	18.1%	16.8%	16.9%
Coral Springs, FL	208	31	14.9%	16.1%	16.3%	17.8%	17.3%
Edmond, OK	120	6	5.0%	5.2%	6.0%	5.3%	5.4%
Fort Collins, CO	198	30	15.2%	14.7%	15.1%	16.5%	16.5%
Fremont, CA	188	19	10.1%	11.4%	11.7%	11.6%	10.3%
Garland, TX	323	18	5.6%	5.9%	6.5%	6.3%	6.6%
Grand Prairie, TX	259	18	6.9%	5.9%	5.5%	4.8%	
Henderson, NV	389	29	7.5%	8.0%	9.5%	9.2%	9.0%
Irving, TX	346	25	7.2%	7.5%	7.1%	6.9%	7.7%
Lakewood, CO	258	48	18.6%	18.1%	18.6%	19.4%	19.2%
Lawrence, KS	154	17	11.0%	11.0%	8.8%	6.8%	6.4%
Lincoln, NE	320	51	15.9%	14.4%	15.3%	14.5%	14.6%
Naperville, IL	168	21	12.5%	11.5%	11.0%	10.9%	9.6%
Norman, OK	175	11	6.3%	6.9%	8.5%	8.6%	8.8%
Olathe, KS	173	12	6.9%	7.0%	8.5%	9.6%	9.1%
Overland Park, KS	250	39	15.6%	16.4%	15.7%	15.8%	16.1%
Peoria, AZ	191	20	10.5%	9.4%	10.6%		
Plano, TX	344	40	11.6%	11.5%	12.5%	11.5%	11.2%
Richardson, TX	151	13	8.6%	7.9%	8.6%	9.3%	7.4%
San Angelo, TX	165	13	7.9%	8.5%	8.8%	10.3%	10.5%
Springfield, MO	331	23	6.9%	6.3%	6.6%	6.1%	6.3%
Average	231	26	11.4%	11.3%	11.9%	12.0%	12.0%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of African American Officers, 2-Year Comparison

2014 Average is 4.3% African American Officers



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of African American Officers, 5-Year Comparison

2014 Average is 4.3% African American Officers

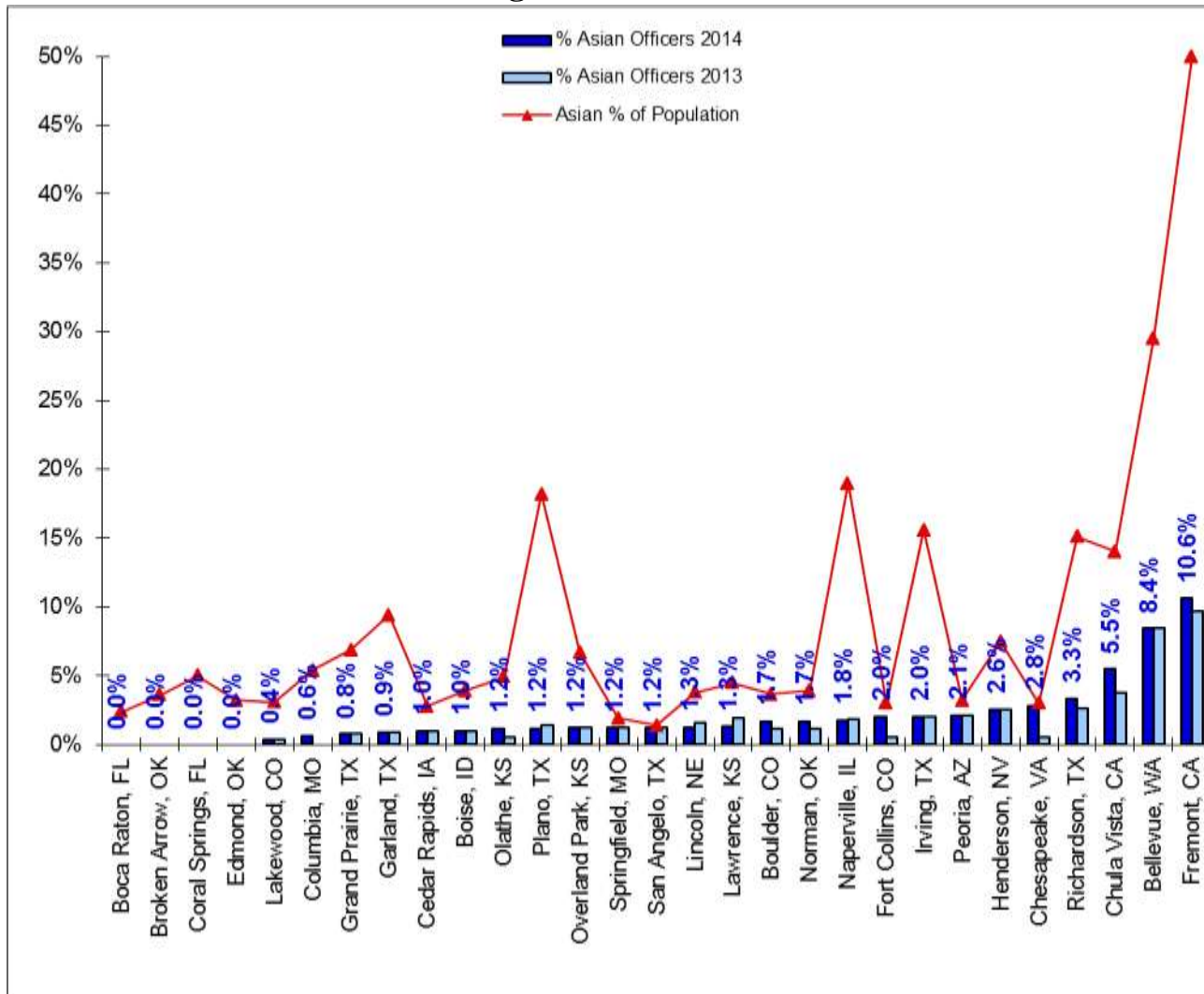
City Name	Assigned Officers	African American Officers	2014	2013	2012	2011	2010	% African American Population 2011
Bellevue, WA	178	5	2.8%	2.2%	1.8%	2.2%	2.2%	2.2%
Boca Raton, FL	198	13	6.6%	6.6%	7.4%	8.4%	9.4%	5.2%
Boise, ID	301	11	3.7%	3.5%	3.9%	3.4%	3.1%	1.4%
Boulder, CO	178	9	5.1%	4.0%	4.0%	4.8%	4.7%	0.9%
Broken Arrow, OK	130	3	2.3%	2.3%	2.4%	3.2%	2.5%	4.3%
Cedar Rapids, IA	206	3	1.5%	1.5%	1.5%	1.5%	1.5%	5.6%
Chesapeake, VA	387	48	12.4%	11.3%	11.9%	12.1%	12.3%	30.0%
Chula Vista, CA	237	8	3.4%	3.8%	3.9%	4.7%	4.9%	4.0%
Columbia, MO	163	5	3.1%	3.8%	3.4%	5.8%	6.3%	10.4%
Coral Springs, FL	208	18	8.7%	7.8%	7.9%	8.1%	7.9%	17.0%
Edmond, OK	120	4	3.3%	3.4%	3.4%	3.5%	3.6%	5.5%
Fort Collins, CO	198	3	1.5%	1.5%	1.6%	2.3%	2.4%	1.0%
Fremont, CA	188	8	4.3%	2.7%	3.5%	2.9%	3.4%	3.0%
Garland, TX	323	23	7.1%	6.2%	6.5%	6.9%	6.6%	14.5%
Grand Prairie, TX	259	23	8.9%	8.4%	10.6%	10.0%		20.7%
Henderson, NV	389	13	3.3%	3.3%	4.0%	3.9%	3.8%	5.7%
Irving, TX	346	21	6.1%	7.2%	7.4%	7.2%	6.5%	12.9%
Lakewood, CO	258	8	3.1%	2.7%	2.7%	2.6%	2.1%	1.6%
Lawrence, KS	154	8	5.2%	5.2%	4.8%	3.4%	2.8%	4.7%
Lincoln, NE	320	6	1.9%	1.9%	1.8%	2.2%	2.2%	3.8%
Naperville, IL	168	4	2.4%	3.0%	2.5%	3.6%	3.6%	4.0%
Norman, OK	175	6	3.4%	3.5%	4.3%	3.7%	3.8%	4.0%
Olathe, KS	173	7	4.0%	3.5%	2.4%	3.0%	2.4%	5.1%
Overland Park, KS	250	12	4.8%	6.0%	6.0%	5.6%	5.8%	5.7%
Peoria, AZ	191	5	2.6%	2.6%	2.1%			3.4%
Plano, TX	356	25	7.0%	7.2%	7.0%	7.1%	7.7%	7.1%
Richardson, TX	151	8	5.3%	4.6%	4.6%	4.6%	5.4%	8.6%
San Angelo, TX	165	2	1.2%	1.2%	1.2%	1.9%	2.0%	5.1%
Springfield, MO	331	2	0.6%	0.6%	0.6%	0.3%	0.0%	4.4%
Average	231	11	4.3%	4.2%	4.3%	4.6%	4.4%	7.0%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Asian Officers, 2-Year Comparison

2014 Average is 2.0% Asian Officers



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Asian Officers, 5-Year Comparison

2014 Average is 2.0% Asian Officers

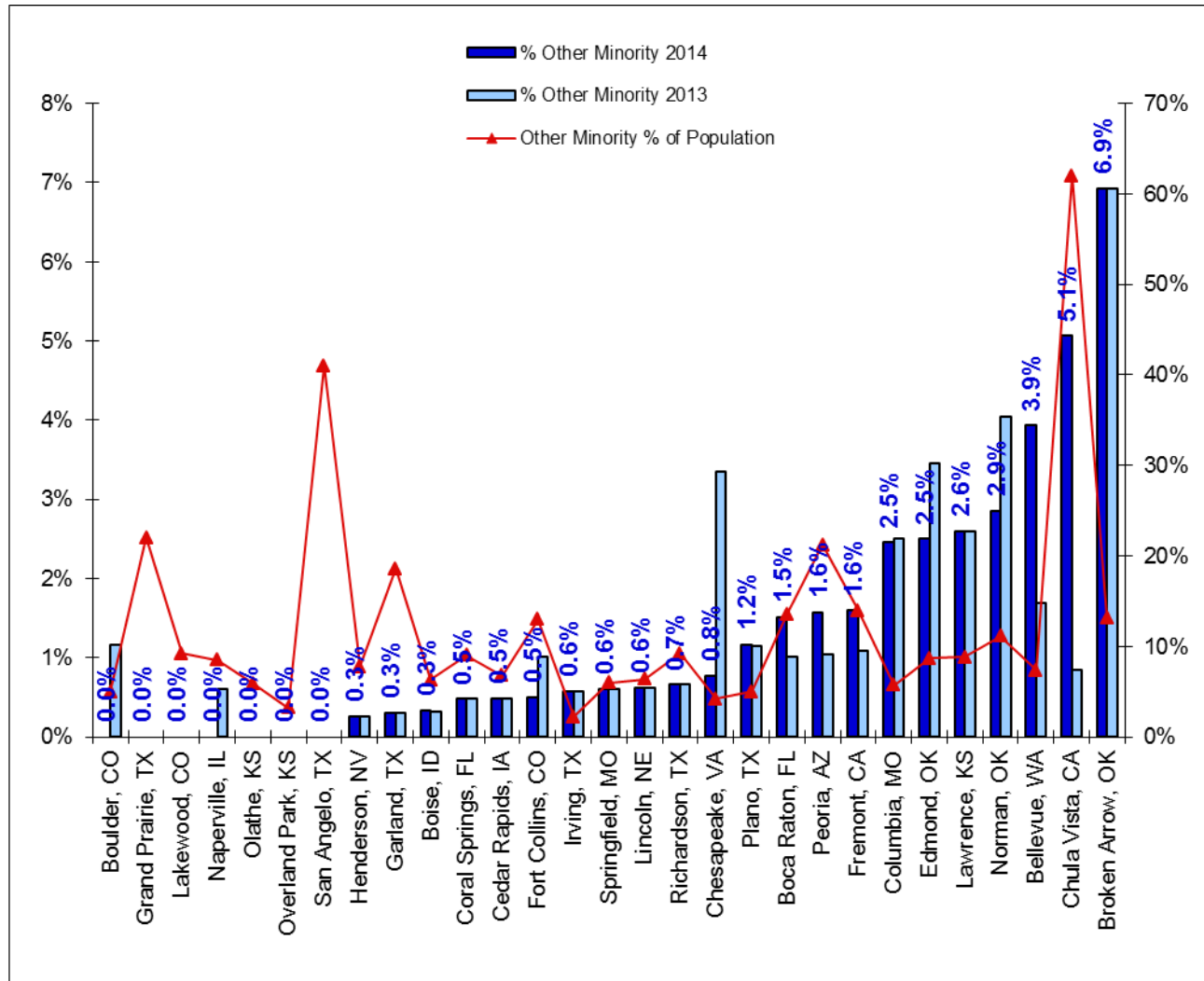
City Name	Assigned Officers	Asian Officers	2014	2013	2012	2011	2010	Asian % of Population
Bellevue, WA	178	15	8.4%	8.4%	10.7%	11.8%	11.7%	29.5%
Boca Raton, FL	198	0	0.0%	0.0%	0.0%	1.6%	1.6%	2.4%
Boise, ID	301	3	1.0%	1.0%	0.7%	0.7%	0.7%	3.9%
Boulder, CO	178	3	1.7%	1.2%	1.2%	1.2%	1.8%	3.7%
Broken Arrow, OK	130	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%
Cedar Rapids, IA	206	2	1.0%	1.0%	1.0%	1.0%	1.0%	2.8%
Chesapeake, VA	387	11	2.8%	0.5%	1.1%	0.8%	1.1%	3.0%
Chula Vista, CA	237	13	5.5%	3.8%	4.8%	1.9%	2.2%	14.0%
Columbia, MO	163	1	0.6%	0.0%	0.7%	0.0%	0.0%	5.4%
Coral Springs, FL	208	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%
Edmond, OK	120	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%
Fort Collins, CO	198	4	2.0%	0.5%	0.5%	0.6%	0.6%	3.0%
Fremont, CA	188	20	10.6%	9.7%	9.9%	9.3%	9.1%	50.0%
Garland, TX	323	3	0.9%	0.9%	1.2%	0.9%	0.9%	9.4%
Grand Prairie, TX	259	2	0.8%	0.8%	0.5%	0.5%		6.9%
Henderson, NV	389	10	2.6%	2.6%	3.1%	3.0%	2.9%	7.5%
Irving, TX	346	7	2.0%	2.0%	1.2%	0.9%	1.5%	15.6%
Lakewood, CO	258	1	0.4%	0.4%	0.8%	1.1%	0.7%	3.1%
Lawrence, KS	154	2	1.3%	1.9%	2.0%	2.1%	1.4%	4.5%
Lincoln, NE	320	4	1.3%	1.6%	1.5%	1.8%	1.6%	3.8%
Naperville, IL	168	3	1.8%	1.8%	1.2%	1.2%	1.2%	19.0%
Norman, OK	175	3	1.7%	1.2%	3.0%	0.6%	0.6%	3.9%
Olathe, KS	173	2	1.2%	0.6%	0.6%	0.6%	0.6%	4.9%
Overland Park, KS	250	3	1.2%	1.2%	1.2%	1.3%	1.2%	6.7%
Peoria, AZ	191	4	2.1%	2.1%	2.1%			3.2%
Plano, TX	356	4	1.1%	1.4%	0.6%	0.6%	0.6%	18.2%
Richardson, TX	151	5	3.3%	2.6%	2.6%	2.6%	2.7%	15.1%
San Angelo, TX	165	2	1.2%	1.2%	1.2%	1.3%	1.3%	1.4%
Springfield, MO	331	4	1.2%	0.0%	1.6%	1.3%	1.7%	1.9%
Average	231	4.5	2.0%	1.7%	2.0%	1.7%	1.7%	9.1%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Other Minority Officers, 2-Year Comparison

2014 Average is 1.3% Other Minority Officers



A Coalition for Mutual Support
Benchmark City Survey - 2014 Data
Percent of Other Minority Officers, 5-Year Comparison

2014 Average is 1.3% Other Minority Officers

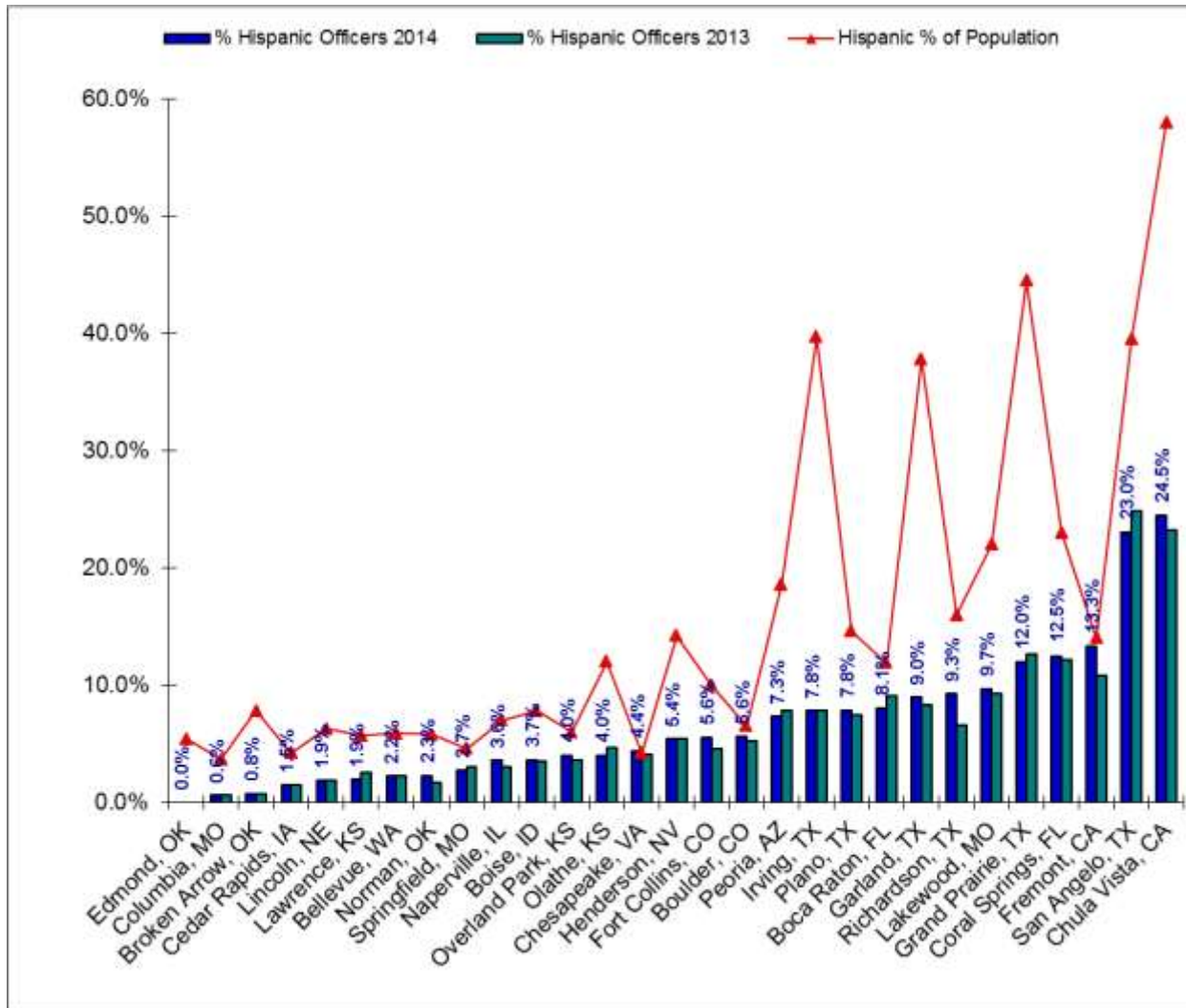
City Name	Assigned Officers	Other Minority Officers	2013	2012	2011	2010	2009	Other Minority % of Population
Bellevue, WA	178	7	3.9%	1.7%	0.6%	0.6%	0.6%	7.4%
Boca Raton, FL	198	3	1.5%	1.0%	1.1%	0.0%	0.0%	13.5%
Boise, ID	301	1	0.3%	0.3%	0.4%	0.3%	0.3%	6.3%
Boulder, CO	178	0	0.0%	1.2%	0.6%	1.2%	1.2%	5.0%
Broken Arrow, OK	130	9	6.9%	6.9%	6.5%	5.6%	4.1%	13.2%
Cedar Rapids, IA	206	1	0.5%	0.5%	0.5%	0.5%	0.5%	6.8%
Chesapeake, VA	387	3	0.8%	3.4%	2.2%	2.9%	5.2%	4.2%
Chula Vista, CA	237	12	5.1%	0.8%	3.4%	7.4%	7.6%	62.0%
Columbia, MO	163	4	2.5%	2.5%	0.0%	2.6%	0.025	5.8%
Coral Springs, FL	208	1	0.5%	0.5%	0.5%	0.5%	0.5%	9.0%
Edmond, OK	120	3	2.5%	3.4%	3.4%	3.5%	3.6%	8.7%
Fort Collins, CO	198	1	0.5%	1.0%	0.5%	0.6%	0.6%	13.0%
Fremont, CA	188	3	1.6%	1.1%	1.8%	2.3%	2.3%	14.0%
Garland, TX	323	1	0.3%	0.3%	0.6%	0.9%	0.9%	18.6%
Grand Prairie, TX	259	0	0.0%	0.0%	0.0%	0.0%		22.0%
Henderson, NV	389	1	0.3%	0.3%	0.3%	0.3%	0.3%	7.8%
Irving, TX	346	2	0.6%	0.6%	0.6%	0.6%	0.6%	2.2%
Lakewood, CO	258	0	0.0%	0.0%	0.4%	0.0%	0.4%	9.2%
Lawrence, KS	154	4	2.6%	2.6%	2.7%	2.7%	2.1%	8.8%
Lincoln, NE	320	2	0.6%	0.6%	0.6%	0.6%	0.6%	6.4%
Naperville, IL	168	0	0.0%	0.6%	0.0%	0.0%	0.0%	8.5%
Norman, OK	175	5	2.9%	4.0%	1.2%	2.5%	2.5%	11.1%
Olathe, KS	173	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%
Overland Park, KS	250	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%
Peoria, AZ	191	3	1.6%	1.0%	1.6%			21.2%
Plano, TX	356	4	1.1%	1.1%	0.9%	0.9%	0.9%	5.0%
Richardson, TX	151	1	0.7%	0.7%	0.7%	0.7%	0.0%	9.2%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%	41.0%
Springfield, MO	331	2	0.6%	0.6%	0.3%	0.3%	0.3%	6.0%
Average	231	2.5	1.3%	1.3%	1.1%	1.3%	1.4%	12.2%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Hispanic Officers, 2-Year Comparison

2014 Average is 6.7% Hispanic Officers



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Hispanic Officers, 5-Year Comparison

2014 Average is 6.7% Hispanic Officers

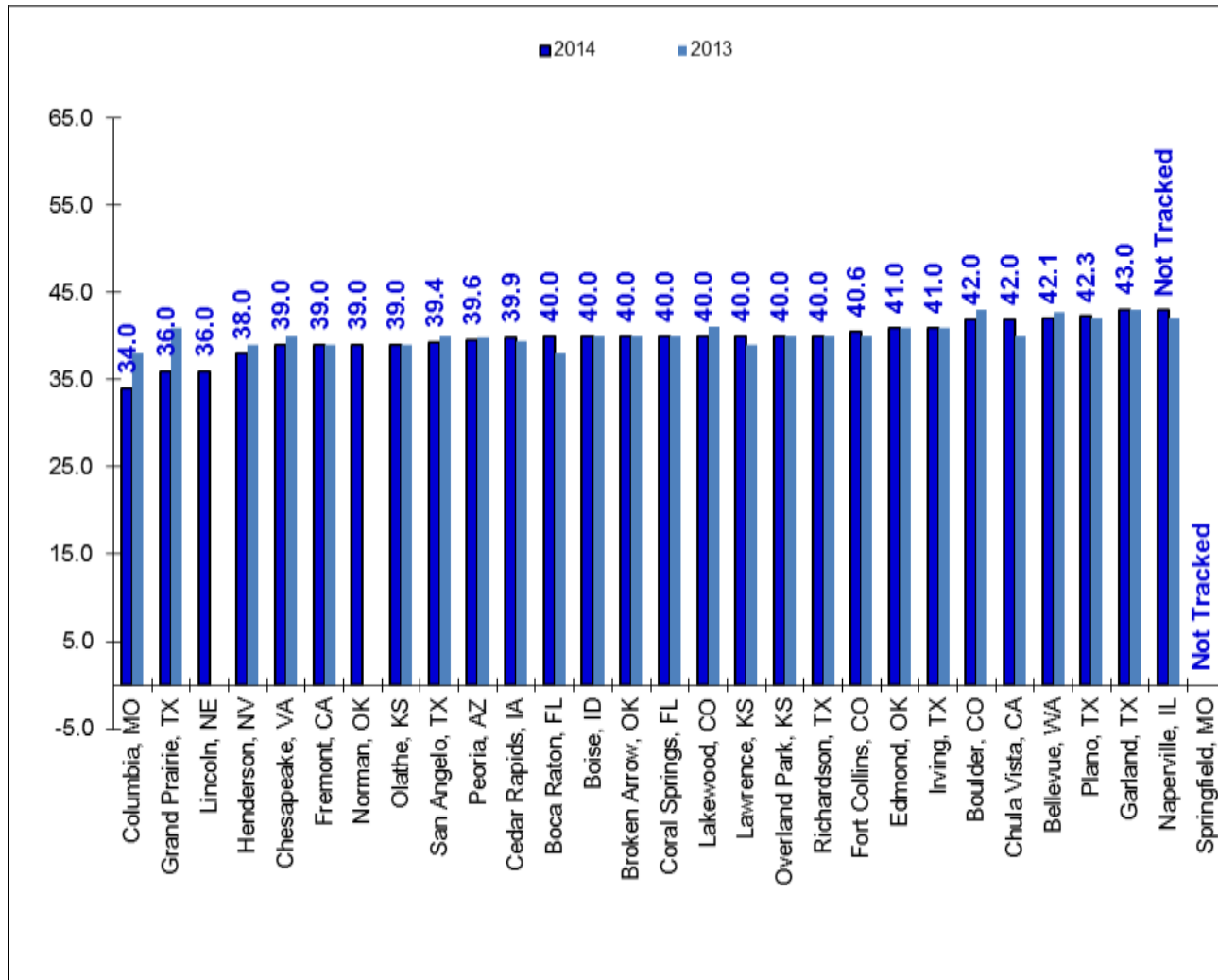
City Name	Assigned Officers	Hispanic Officers	2014	2013	2012	2011	2010	Hispanic % of Population
Bellevue, WA	178	4	2.2%	2.2%	2.2%	1.7%	2.2%	5.9%
Boca Raton, FL	198	16	8.1%	9.1%	9.4%	8.3%	9.4%	11.9%
Boise, ID	301	11	3.7%	3.5%	3.4%	3.1%	3.0%	7.8%
Boulder, CO	178	10	5.6%	5.2%	4.8%	4.7%	4.7%	6.5%
Broken Arrow, OK	130	1	0.8%	0.8%	0.8%	0.8%	0.8%	7.8%
Cedar Rapids, IA	206	3	1.5%	1.5%	0.5%	0.0%	0.0%	4.2%
Chesapeake, VA	387	17	4.4%	4.1%	5.1%	1.4%	1.4%	4.2%
Chula Vista, CA	237	58	24.5%	23.2%	26.5%	25.3%	26.0%	58.0%
Columbia, MO	163	1	0.6%	0.6%	0.0%	0.0%		3.7%
Coral Springs, FL	208	26	12.5%	12.2%	10.2%	9.9%	7.1%	23.0%
Edmond, OK	120	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%
Fort Collins, CO	198	11	5.6%	4.6%	5.1%	6.5%	5.9%	10.0%
Fremont, CA	188	25	13.3%	10.8%	11.6%	12.6%	11.9%	14.0%
Garland, TX	323	29	9.0%	8.4%	7.8%	6.6%	6.7%	37.8%
Grand Prairie, TX	259	31	12.0%	12.7%	8.6%			44.5%
Henderson, NV	389	21	5.4%	5.4%	6.0%	6.1%	6.5%	14.2%
Irving, TX	346	27	7.8%	7.8%	6.9%	8.3%	8.5%	39.7%
Lakewood, MO	258	25	9.7%	9.3%	8.1%	8.2%	8.0%	22.0%
Lawrence, KS	154	3	1.9%	2.6%	3.4%	3.5%	1.4%	5.7%
Lincoln, NE	320	6	1.9%	1.9%	1.8%	2.2%	2.2%	6.3%
Naperville, IL	168	6	3.6%	3.0%	1.2%	1.2%	0.6%	7.0%
Norman, OK	175	4	2.3%	1.7%	1.2%	1.3%	1.3%	5.8%
Olathe, KS	173	7	4.0%	4.7%	4.8%	3.6%	3.6%	12.0%
Overland Park, KS	250	10	4.0%	3.6%	3.0%	3.7%	3.6%	6.0%
Peoria, AZ	191	14	7.3%	7.9%	9.0%			18.6%
Plano, TX	356	27	7.6%	7.5%	7.9%	8.6%	8.0%	14.6%
Richardson, TX	151	14	9.3%	6.6%	6.0%	6.1%	6.2%	16.0%
San Angelo, TX	165	38	23.0%	24.8%	23.7%	21.6%	20.0%	39.5%
Springfield, MO	331	9	2.7%	3.0%	3.2%	3.0%		4.6%
Average	239	16	6.7%	6.5%	6.3%	5.9%	6.0%	15.7%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Average Officer Age, Two year Comparison

2014 Average age of Sworn Officers is 39.9 years



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Average Officer Age, Five year Comparison

2014 Average age of Sworn Officers is 39.9 years

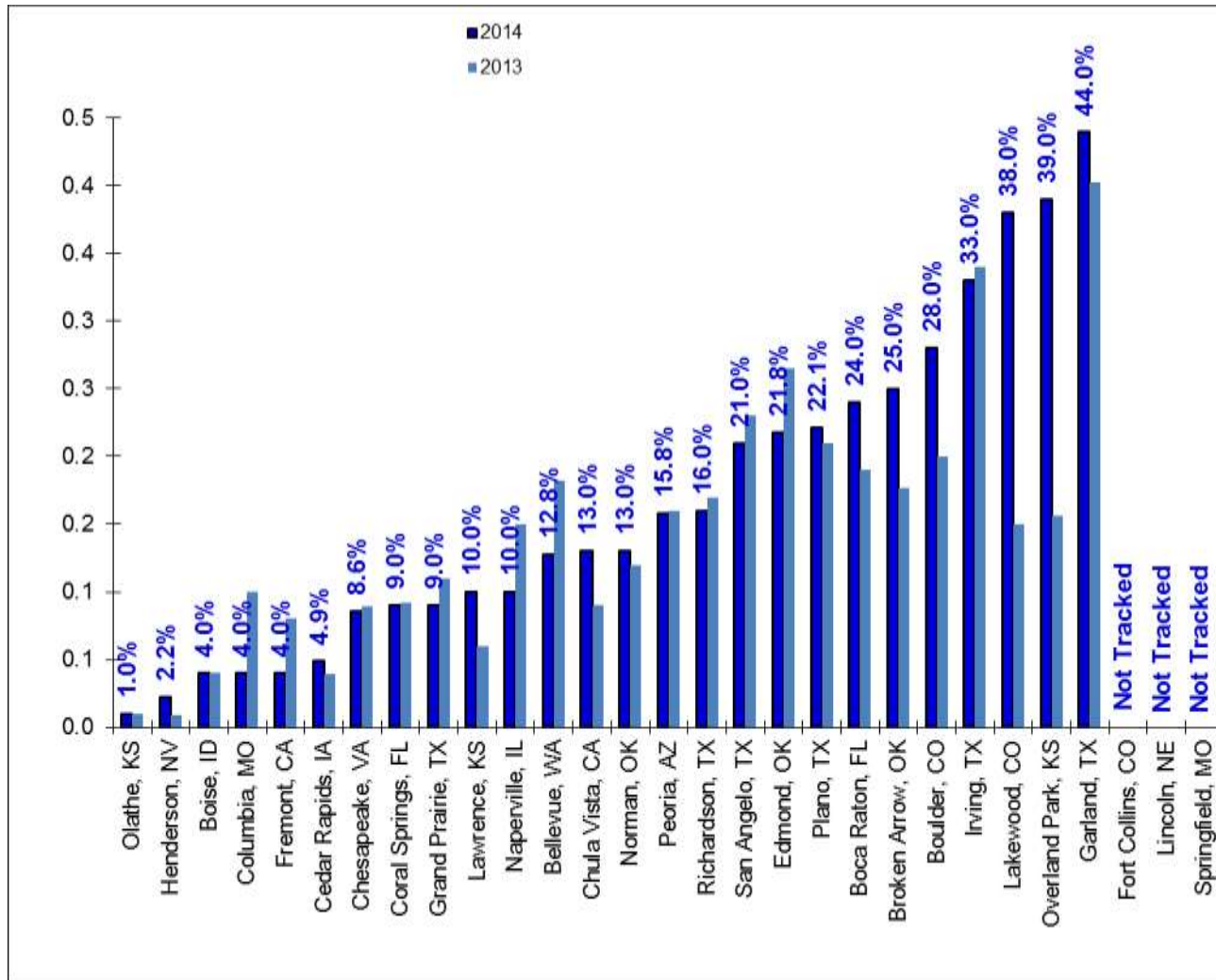
City Name	2014	2013	2012	2011	2010
Bellevue, WA	42.1	42.8	42.0		
Boca Raton, FL	40.0	38.0	38.7		
Boise, ID	40.0	40.0	41.8		
Boulder, CO	42.0	43.0	42.7		
Broken Arrow, OK	40.0	40.0	40.0		
Cedar Rapids, IA	39.9	39.4	38.9		
Chesapeake, VA	39.0	40.0	40.1		
Chula Vista, CA	42.0	40.0	42.0		
Columbia, MO	34.0	38.0	36.7		
Coral Springs, FL	40.0	40.0	40.0		
Edmond, OK	41.0	41.0	40.2		
Fort Collins, CO	40.6	40.0	40.0		
Fremont, CA	39.0	39.0	38.0		
Garland, TX	43.0	43.0	42.0		
Grand Prairie, TX	36.0	41.0	41.7		
Henderson, NV	38.0	39.0	39.4		
Irving, TX	41.0	41.0	Not Tracked		
Lakewood, CO	40.0	41.1	40.2		
Lawrence, KS	40.0	39.0	42.0		
Lincoln, NE	38.0	Not Tracked	Not Tracked		
Naperville, IL	43.0	42.0	42.7		
Norman, OK	39.0	Not Tracked	38.0		
Olathe, KS	39.0	39.0	39.0		
Overland Park, KS	40.0	40.0	40.0		
Peoria, AZ	39.6	39.9	39.0		
Plano, TX	42.3	42.1	41.9		
Richardson, TX	40.0	40.0	41.0		
San Angelo, TX	39.4	40.0	38.5		
Springfield, MO	Not Tracked	Not Tracked	Not Tracked		
Average	39.9	40.3	40.3		

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent Retirement Eligible, Two Year Comparison

2014 Average is 16.7% Eligible for Retirement



A Coalition for Mutual Support
Benchmark City Survey - 2014 Data
Percent Retirement Eligible, Five Year Comparison

2014 Average is 16.7% Eligible for Retirement

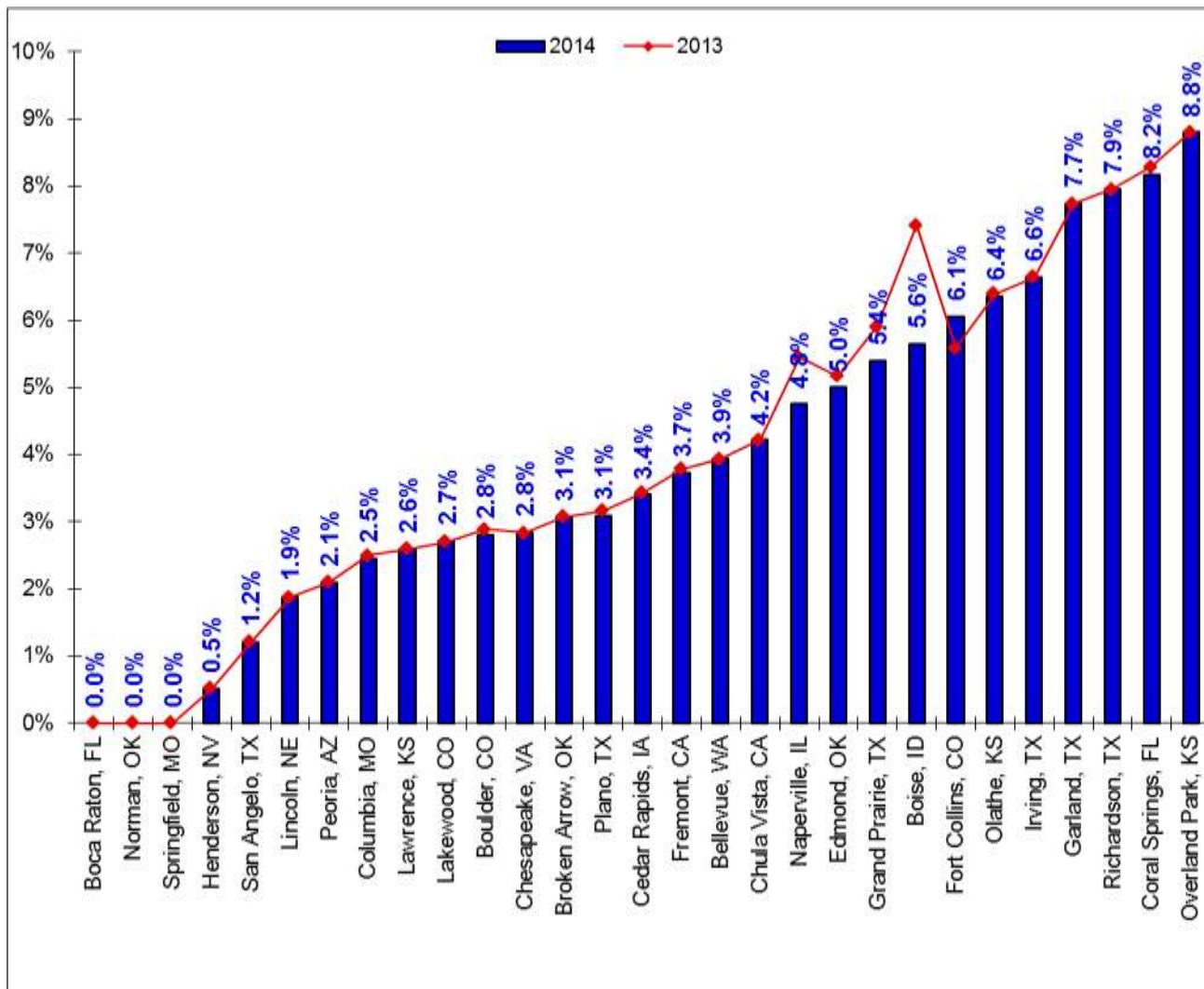
City Name	2014	2013	2012	2011	2010
Bellevue, WA	12.8%	18.2%			
Boca Raton, FL	24.0%	19.0%			
Boise, ID	4.0%	4.0%			
Boulder, CO	28.0%	20.0%			
Broken Arrow, OK	25.0%	17.7%			
Cedar Rapids, IA	4.9%	3.9%			
Chesapeake, VA	8.6%	8.9%			
Chula Vista, CA	13.0%	9.0%			
Columbia, MO	4.0%	10.0%			
Coral Springs, FL	9.0%	9.2%			
Edmond, OK	21.8%	26.5%			
Fort Collins, CO	Not Tracked	Not Tracked			
Fremont, CA	4.0%	8.0%			
Garland, TX	44.0%	40.2%			
Grand Prairie, TX	9.0%	11.0%			
Henderson, NV	2.2%	0.9%			
Irving, TX	33.0%	34.0%			
Lakewood, CO	38.0%	15.0%			
Lawrence, KS	10.0%	6.0%			
Lincoln, NE	Not Tracked	Not Tracked			
Naperville, IL	10.0%	15.0%			
Norman, OK	13.0%	12.0%			
Olathe, KS	1.0%	1.0%			
Overland Park, KS	39.0%	15.6%			
Peoria, AZ	15.8%	16.0%			
Plano, TX	22.1%	21.0%			
Richardson, TX	16.0%	17.0%			
San Angelo, TX	21.0%	23.0%			
Springfield, MO	Not Tracked	Not Tracked			
Average	16.7%				

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Officers in Schools (DARE & SRO), 2-Year Comparison

2014 Average is 3.9% Officers in Schools



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of Officers in Schools (DARE & SRO), 5-Year Comparison

2014 Average is 3.9% Officers in Schools

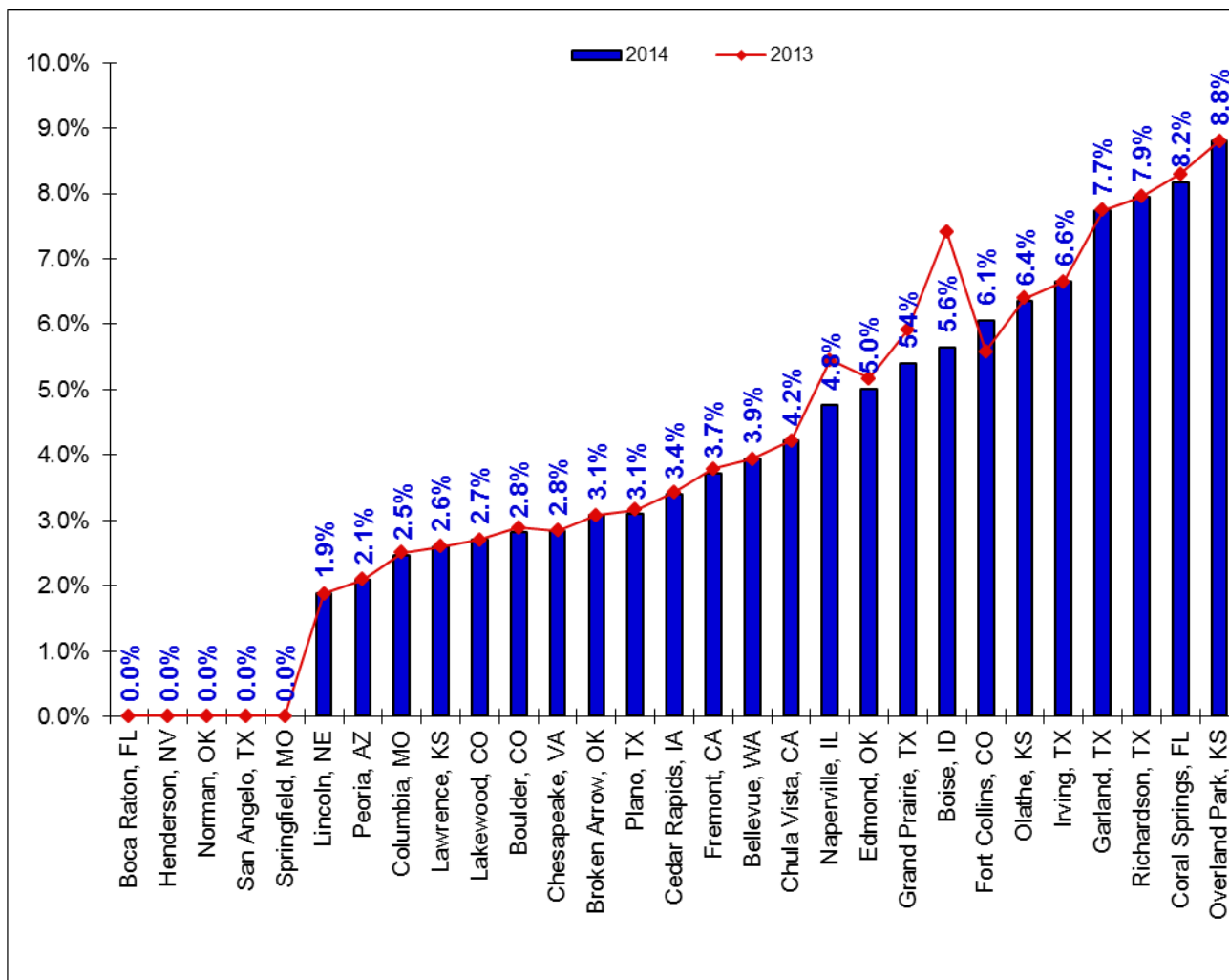
City Name	Authorized Sworn	Officers in Schools (DARE/SRO)	2014	2013	2012	2011	2010
Bellevue, WA	178	7	3.9%	3.9%	3.4%	3.4%	3.9%
Boca Raton, FL	198	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	301	17	5.6%	7.4%	7.4%	7.7%	7.7%
Boulder, CO	178	5	2.8%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.1%	3.1%	3.2%	3.2%
Cedar Rapids, IA	206	7	3.4%	3.4%	1.5%	1.5%	0.5%
Chesapeake, VA	387	11	2.8%	2.8%	2.9%	3.1%	3.1%
Chula Vista, CA	237	10	4.2%	4.2%	4.2%	3.9%	7.9%
Columbia, MO	163	4	2.5%	2.5%	2.5%	2.5%	5.0%
Coral Springs, FL	208	17	8.2%	8.3%	8.3%	8.4%	8.4%
Edmond, OK	120	6	5.0%	5.2%	5.1%	5.2%	5.2%
Fort Collins, CO	198	12	6.1%	5.6%	5.7%	5.9%	6.5%
Fremont, CA	188	7	3.7%	3.8%	3.9%	4.0%	3.8%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX	259	14	5.4%	5.9%	6.0%	5.7%	
Henderson, NV	389	2	0.5%	0.5%	0.5%	0.0%	0.0%
Irving, TX	346	23	6.6%	6.6%	6.6%	6.7%	6.7%
Lakewood, CO	258	7	2.7%	2.7%	2.7%	2.7%	2.7%
Lawrence, KS	154	4	2.6%	2.6%	2.7%	4.1%	4.2%
Lincoln, NE	320	6	1.9%	1.9%	1.9%	1.9%	1.9%
Naperville, IL	168	8	4.8%	5.5%	4.9%	4.8%	5.4%
Norman, OK	175	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	173	11	6.4%	6.4%	6.4%	6.5%	5.8%
Overland Park, KS	250	22	8.8%	8.8%	8.8%	6.0%	7.5%
Peoria, AZ	191	4	2.1%	2.1%	2.1%		
Plano, TX	356	11	3.1%	3.2%	3.2%	3.5%	3.2%
Richardson, TX	151	12	7.9%	7.9%	6.7%	8.0%	8.0%
San Angelo, TX	165	2	1.2%	1.2%	1.2%	1.2%	1.3%
Springfield, MO	331	0	0.0%	0.0%	0.0%	0.0%	
Average	239	9	3.9%	4.0%	3.9%	4.0%	4.3%

A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of School Resource Officers (SRO), 2-Year Comparison

2014 Average is 3.8% SRO Officers



A Coalition for Mutual Support

Benchmark City Survey - 2014 Data

Percent of School Resource Officers (SRO), 5-Year Comparison

2014 Average is 3.8% SRO Officers

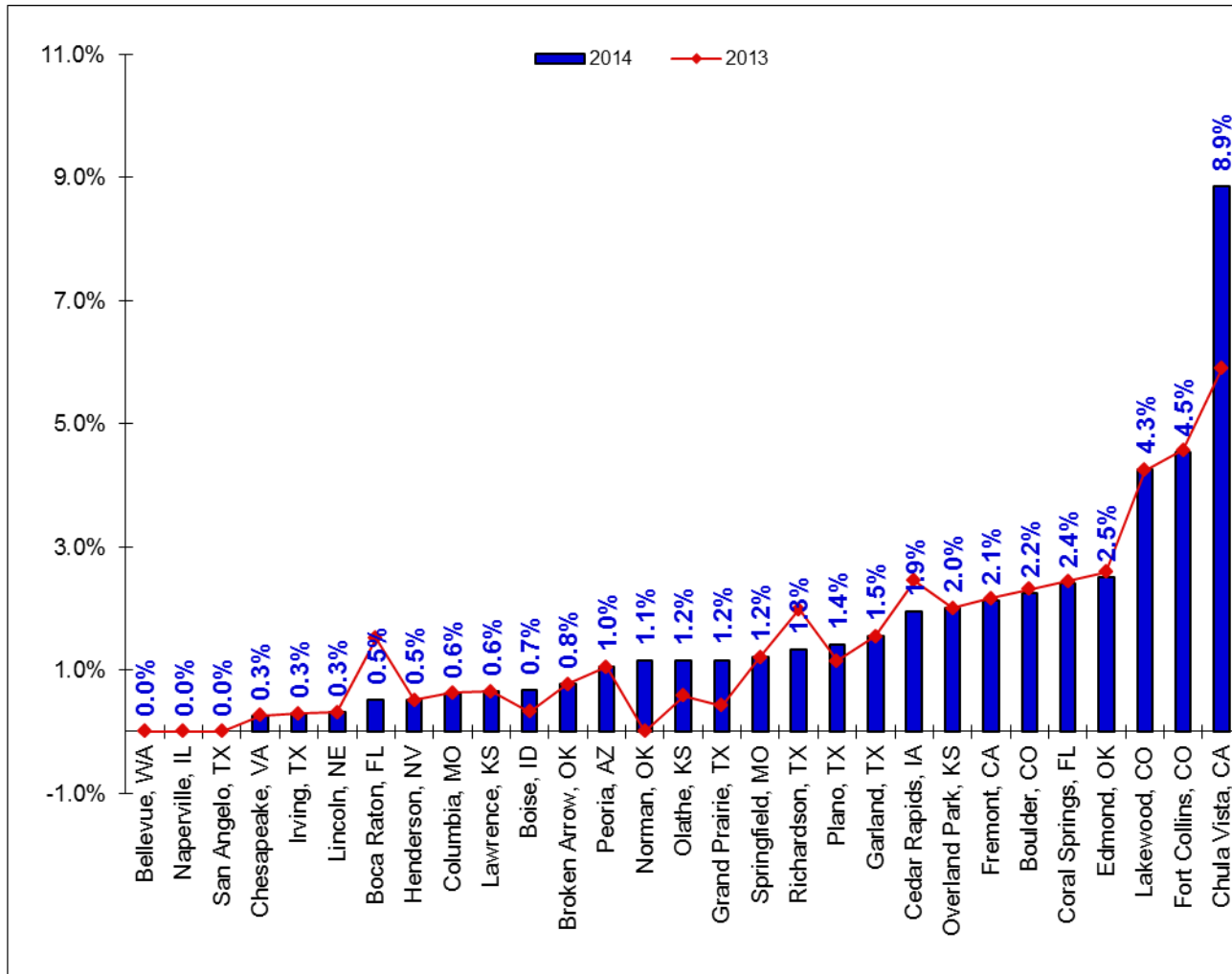
City Name	Authorized Sworn	SRO Officers	2014	2013	2012	2011	2010
Bellevue, WA	178	7	3.9%	3.9%	3.4%	3.4%	3.9%
Boca Raton, FL	198	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	301	17	5.6%	7.4%	7.4%	7.7%	7.7%
Boulder, CO	178	5	2.8%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.1%	3.1%	3.2%	3.2%
Cedar Rapids, IA	206	7	3.4%	3.4%	1.5%	1.5%	0.5%
Chesapeake, VA	387	11	2.8%	2.8%	2.9%	3.1%	3.1%
Chula Vista, CA	237	10	4.2%	4.2%	4.2%	3.9%	7.9%
Columbia, MO	163	4	2.5%	2.5%	2.5%	2.5%	5.0%
Coral Springs, FL	208	17	8.2%	8.3%	8.3%	8.4%	8.4%
Edmond, OK	120	6	5.0%	5.2%	5.1%	5.2%	5.2%
Fort Collins, CO	198	12	6.1%	5.6%	5.7%	5.9%	6.5%
Fremont, CA	188	7	3.7%	3.8%	3.9%	4.0%	3.8%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX	259	14	5.4%	5.9%	6.0%	5.7%	
Henderson, NV	389	0	0.0%	0.0%	0.0%	0.0%	1.5%
Irving, TX	346	23	6.6%	6.6%	6.6%	6.7%	6.7%
Lakewood, CO	258	7	2.7%	2.7%	2.7%	2.7%	2.7%
Lawrence, KS	154	4	2.6%	2.6%	2.7%	4.1%	4.2%
Lincoln, NE	320	6	1.9%	1.9%	1.9%	1.9%	1.9%
Naperville, IL	168	8	4.8%	5.5%	4.9%	4.8%	5.4%
Norman, OK	175	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	173	11	6.4%	6.4%	6.4%	6.5%	5.8%
Overland Park, KS	250	22	8.8%	8.8%	8.8%	6.0%	5.9%
Peoria, AZ	191	4	2.1%	2.1%	2.1%		
Plano, TX	356	11	3.1%	3.2%	3.2%	3.5%	3.2%
Richardson, TX	151	12	7.9%	7.9%	6.7%	8.0%	8.0%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%
Springfield, MO	331	0	0.0%	0.0%	0.0%	0.0%	0.0%
Average	231	9	3.8%	3.9%	3.8%	3.9%	4.1%

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Benchmark City Survey - 2014 Data

Percent of Officers Assigned to a Task Force, 2-Year Comparison

2014 Average is 1.6% Task Force Officers



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Benchmark City Survey - 2014 Data

Percent of Officers Assigned to a Task Force, 5-Year Comparison

2014 Average is 1.6% Task Force Officers

City Name	Authorized Sworn	Task Force Officers	2014	2013	2012	2011	2010
Bellevue, WA	178	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boca Raton, FL	198	1	0.5%	1.5%	0.0%	0.5%	0.0%
Boise, ID	301	2	0.7%	0.3%	0.3%	0.3%	0.3%
Boulder, CO	178	4	2.2%	2.3%	2.3%	2.3%	2.3%
Broken Arrow, OK	130	1	0.8%	0.8%	0.8%	0.0%	0.0%
Cedar Rapids, IA	206	4	1.9%	2.5%	3.0%	3.4%	3.5%
Chesapeake, VA	387	1	0.3%	0.3%	0.3%	0.3%	0.3%
Chula Vista, CA	237	21	8.9%	5.9%	9.3%	10.0%	9.6%
Columbia, MO	163	1	0.6%	0.6%	0.6%	0.6%	0.6%
Coral Springs, FL	208	5	2.4%	2.4%	2.4%	0.0%	0.0%
Edmond, OK	120	3	2.5%	2.6%	2.6%	2.6%	2.6%
Fort Collins, CO	198	9	4.5%	4.6%	4.1%	4.3%	4.7%
Fremont, CA	188	4	2.1%	2.2%	2.8%	2.8%	3.8%
Garland, TX	323	5	1.5%	1.5%	1.5%	1.5%	1.5%
Grand Prairie, TX	259	3	1.2%	0.4%	0.4%	0.5%	
Henderson, NV	389	2	0.5%	0.5%	0.5%	0.0%	1.5%
Irving, TX	346	1	0.3%	0.3%	0.3%	0.3%	0.3%
Lakewood, CO	258	11	4.3%	4.2%	4.2%	4.2%	4.3%
Lawrence, KS	154	1	0.6%	0.6%	1.4%	2.0%	0.7%
Lincoln, NE	320	1	0.3%	0.3%	0.3%	0.3%	0.3%
Naperville, IL	168	0	0.0%	0.0%	1.2%	1.2%	1.2%
Norman, OK	175	2	1.1%	0.0%	0.0%	0.0%	0.6%
Olathe, KS	173	2	1.2%	0.6%	1.2%	0.6%	0.6%
Overland Park, KS	250	5	2.0%	2.0%	2.0%	2.0%	2.8%
Peoria, AZ	191	2	1.0%	1.0%	1.1%		
Plano, TX	356	5	1.4%	1.1%	1.2%	1.2%	1.2%
Richardson, TX	151	2	1.3%	2.0%	2.0%	2.0%	2.0%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%
Springfield, MO	331	4	1.2%	1.2%	1.5%	0.9%	1.2%
Average	231	4	1.6%	1.4%	1.6%	1.6%	1.7%

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Benchmark City Survey - 2014 Data

Full-Time Crime Analysis Units

City Name	Authorized Officer Positions	Number of Analysts	Analysts per Officer		Civilian or Sworn Analysts	Division of Assignment	Types of Analysis Performed		
							Tactical	Strategic	Administrative
Bellevue, WA	178	3	1 per	59	Both	Investigations	Yes	Yes	Yes
Boca Raton, FL	198	4	1 per	50	Civilians	Community Services Division	Yes	Yes	Yes
Boise, ID	301	2	1 per	151	Civilian	Administrative Support	Yes	Yes	Yes
Boulder, CO	178	1	1 per	178	Civilian	Operations	Yes	No	Yes
Broken Arrow, OK	130	1	0 per	130	Civilian	Professional Standards	No	Yes	Yes
Cedar Rapids, IA	206	1	1 per	206	Civilian	Investigative	Yes	Yes	Yes
Chesapeake, VA	387	2	1 per	194	Civilian	Investigations	Yes	Yes	No
Chula Vista, CA	237	4	1 per	59	Civilian	Administration (1); Resource Management (1); Operations (1); Investigations (1)	Yes	Yes	Yes
Columbia, MO	163	1	1 per	163	Civilian	Operational Support	Yes	Yes	Yes
Coral Springs, FL	208	2	1 per	104	Civilian	Criminal Investigations/VIN	Yes	Yes	Yes
Edmond, OK	120	2	1 per	60	Commissioned	Office of the Chief	Yes	Yes	Yes
Fort Collins, CO	198	2	1 per	99	Civilian	Administration/Patrol	Yes	Yes	Yes
Fremont, CA	188	2	1 per	94	Both	Special Operations Division	Yes	Yes	Yes
Garland, TX	323	2	1 per	162	Civilian	Criminal Investigations	Yes	Yes	Yes
Grand Prairie, TX	259	2	1 per	130	Both	Investigative Services Bureau	Yes	Yes	Yes
Henderson, NV	389	3	1 per	130	Civilian	Support	Yes	Yes	Yes
Irving, TX	346	1	1 per	346	Civilian	Administrative Services Bureau	Yes	Yes	Yes
Lakewood, CO	258	2	1 per	129	Civilians	Support Services	Yes	Yes	Yes
Lawrence, KS	154	1	1 per	154	Civilian	Information Services	Yes	Yes	Yes
Lincoln, NE	320	5	1 per	64	Civilian	Support	Yes	Yes	Yes
Naperville, IL	168	1	1 per	168	Civilian	Investigations	Yes	Yes	Yes
Norman, OK	175	3	1 per	58	Both	Professional Standards	Yes	Yes	Yes
Olathe, KS	173	2	1 per	87	Civilian	Investigations and Patrol	Yes	Yes	Yes
Overland Park, KS	250	7	1 per	36	civilian	Support Services	Yes	Yes	Yes
Peoria, AZ	191	2	1 per	96	Civilians	Patrol	Yes	Yes	Yes
Plano, TX	356	5	1 per	71	Civilian	Administrative Services Bureau	Yes	Yes	Yes
Richardson, TX	151	1	1 per	151	Civilian	Investigations	Yes	Yes	Yes
San Angelo, TX	165	2	1 per	83	Civilian	Intel Division	Yes	Yes	Yes
Springfield, MO	331	4	1 per	83	Civilian	Support Services Division	Yes	Yes	Yes

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Benchmark City Survey - 2014 Data

Property Unit Staffing

City	Total Staff	Civilian	Sworn
Bellevue, WA	3	3	0
Boca Raton, FL	3	3	0
Boise, ID **	6	6	0
Boulder, CO	5	4	1
Broken Arrow, OK	2	2	0
Cedar Rapids, IA	4	3	1
Chesapeake, VA	4	2	2
Chula Vista, CA	3	3	0
Columbia, MO	4	3	1
Coral Springs, FL	4	4	0
Edmond, OK	2	2	0
Fort Collins, CO	5	5	0
Fremont, CA	3	3	0
Garland, TX	7	7	0
Grand Prairie, TX	4	4	0
Henderson, NV	4	3	1
Irving, TX	5	5	0
Lakewood, CO	9	9	0
Lawrence, KS	3	1	2
Lincoln, NE	5	5	0
Naperville, IL	4	4	0
Norman, OK	2	2	0
Olathe, KS	3	3	0
Overland Park, KS	5	5	0
Peoria, AZ	4	4	0
Plano, TX	5	5	0
Richardson, TX	3	3	0
San Angelo, TX	3	2	1
Springfield, MO	5	5	0

** Property Room Services provided by Ada County Sheriff's Office